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NON-RESIDENT COURSES

Mitigation

Mitigation makes sense—and it works. For every dollar spent on mitigation, *at least two are saved in potential response and recovery costs.*

Mitigation means preventing a disaster from ever happening in the first place through land-use planning, retrofitting, effective building codes, hazards identification and risk assessment, and a wide variety of other activities. Mitigation reduces the impact of any future disaster; it protects a community on a *long-term* basis. A disaster-resistant community is one where citizens, elected officials; and local businesses undertake “sustained action that reduces or eliminates long-term risk to people and property from hazards and their effects.”

Project Impact is FEMA's initiative to encourage communities to become disaster resistant. The emphasis in Project Impact is on efforts at the *local* level, with mitigation goals determined by the community. A key characteristic of Project Impact communities is the strong partnerships developed between government, private industry, and the citizens of a community, partnerships that bring together resources from diverse sources to address a common goal.

EMI's non-resident courses provide a way for many of these partners to attend the training they need at the State or local level. These courses are designed for those who make mitigation happen by making changes at the local level: local officials and community leaders; architects, engineers and building officials; building contractors; educators and school administrators and others concerned with making their community disaster resistant.

Local mitigation leaders also are encouraged to review EMI's Independent Study curriculum offerings, described in this catalog beginning on page 116.



G225 Seismic Retrofit Training for Building Contractors and Inspectors

This 8-hour course demonstrates methods to retrofit residential structures to reduce seismic damage. Students are shown methods of properly tying a structure to a foundation and using connectors to strengthen its frame. Topics covered include earthquake basics, shear walls, foundations, connections, and miscellaneous elements in construction. In addition, liability issues for contractors are discussed throughout the course. The manual is designed to be an on-site reference tool for contractors.

Selection Criteria: This course is intended for builders, building contractors, building inspectors, and others responsible for retrofitting residential structures to reduce seismic damage.

**G246 Disaster-Resistant Jobs Training**

This 2-day course is designed to highlight the need for the local business community to mitigate and prepare for disasters. Communities must protect their economic base in order to survive and thrive in the wake of a disaster. This course will help local leaders recognize the impact of disasters on business and industry and what steps need to be taken to lessen the impact of disaster on local jobs.

Selection Criteria: This course is for economic development district staff, local community leaders and business people, chamber of commerce staff, State economic development officials, and State and local emergency managers.

G253 FEMA Program Responsibilities: Coordinating Environmental and Historical Compliance

This 3-day course is intended as an introduction to environmental and historic compliance. It examines the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) into the administration of the Public Assistance and Hazard Mitigation Grant (HMGP) Programs. It addresses the same subject areas as E253 from the field level perspective more than the management level perspective and therefore is directed to those at environmental/historic entry levels, and others whose primary function is not environmental/historic.

Selection Criteria: Entry-level individuals wishing to qualify at level one or level two environmental or historic specialist. Others whose primary function is not environmental/historic, but whose work requires reasonable understanding of these requirements: public assistance coordinators, public assistance officers, grant (HMGP, Project Impact, Flood Mitigation Assistance, Unmet Needs) project officers, and their line managers in the disaster field office (DFO). The regions recommend members of the Environmental and Historic Cadre and/or program specialists working with environmental and historic issues to attend the training.

Prerequisites: Some environmental/historic background or training (for environmental/historic specialists), or some DFO experience (for others). Participants should have received training in their respective program area prior to taking this course.

NOTE: *This course will be offered on a periodic basis based on a region's demonstrated need for environmental and historic training and the availability of qualified trainers.*

G260 HMGP/FMA Financial Grants Management

This course provides the student with information on managing HMGP/FMA grants. It includes information on applications, processing, audits, and closeout.

Selection Criteria: The target audience are State and Federal staff involved with the HMGP/FMA program.

**G278 Benefit-Cost Analysis: Entry-Level Training**

This 2-day course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will **not** teach how to conduct level-two BC analyses.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses also may apply. Participants should have some prior knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs). Familiarity with basic flood mitigation terminology is suggested.

G279 Retrofitting Flood-Prone Residential Buildings

This 2-day course is designed to provide engineering guidance on retrofitting existing one- to four-family residential structures situated in flood-prone areas. Subjects covered include an introduction to retrofitting, regulatory framework, controlling parameters, building assessment, and design practices. There is also a 1-hour unit on economics and a final exam.

Selection Criteria: This course is intended for engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, zoning, and public works officials with engineering, architectural, or building science knowledge are also part of the target audience.

**G285 Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training**

The goal of the 2½-day course is to enable participants to conduct complex benefit-cost (BC) analysis on riverine or coastal A-zone flood mitigation projects using FEMA's Riverine Flood Limited-Data (LD) module. The course builds on the skills taught in the *BC Analysis: Entry-Level Training* and focuses exclusively on the LD module.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. The course is intended for participants who have completed the entry-level training (G278) or have several months' on-the-job experience using FEMA's BC analysis modules. Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs). Familiarity with flood mitigation terminology is suggested.

**G362 Multi-Hazard Program
for Schools**

This course is designed to help participants recognize the need to plan for all types of disaster. Since planning is a process, planning is included in every unit and activity.

Participants completing the course will be able to explain the importance of a school safety program to others and to lead individuals in their schools and community through the process of developing an effective multi-hazard program.

Selection Criteria: This course is intended for State and local training teams that should include one of the following:

- Representative of State department of education
- Representative of school district, such as
 - District administrator or school board member
 - School principal or assistant principal
 - District or school risk manager
 - District or school plan facility engineer/manager
 - District resource officer supervisor or school resource officer, crisis team member, or school counselor
- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

**G376 State Hazard
Mitigation Planning**

This 1-day course is designed to provide participants with the knowledge and resources about hazard mitigation concepts, programs, and regulations that will enable them to contribute to their States' efforts to reduce vulnerability to natural hazards. The course modules include hazard vulnerability and mitigation, the State hazard mitigation program, post-disaster mitigation opportunities, and a hazard mitigation case study exercise.

Selection Criteria: State officials who have been or would be assigned lead responsibility within their particular State agency for accomplishing hazard mitigation. All State agencies should be represented at this course because the programs and activities of virtually all State agencies affect the socioeconomic, land use, and development patterns of local governments within the State. Representatives of large local jurisdictions whose mitigation activities may affect State-level operations also may participate in the course.

G377 Regional Hazard Mitigation Planning

This course is designed to provide participants with knowledge about hazard mitigation that will enable them to effectively coordinate State and local hazard mitigation responsibilities. Course modules include State mitigation responsibilities, mitigation techniques and technology, planning, managing the grant program, and developing State mitigation teams. Issues are addressed through a variety of techniques such as workshops, informal discussions, group analysis of a realistic case, and practical exercises. The course can be conducted in a 2- to 3-day format to allow for regional flexibility in selecting course content.

Selection Criteria: State hazard mitigation officers who have been assigned lead responsibility within their State governments for accomplishing hazard mitigation. Each State should send at least one representative from its State office of emergency management and one from its State office of natural resources. It is recommended that the State emergency management training officer also attend this course to obtain background information that is essential to the “team training” approach necessary to successfully deploy mitigation training at the State and local levels.

**G379 Interagency Hazard Mitigation Team Training**

This course is designed specifically to train participants who may have responsibility to serve on an interagency hazard mitigation team. The course covers pre-disaster as well as post-disaster situations, and its purpose is to provide team members with knowledge of the range of mitigation activities. The modular format gives the instructor maximum flexibility in designing the course. The course can be taught in a 1½-day to a 4-day format.

Selection Criteria: Designated members of interagency hazard mitigation teams and their alternates as well as Federal, State, and local staff who may be so designated.

G393 Mitigation for Emergency Managers

This course is designed to train emergency managers and other interested individuals who have no specialized technical background, but can support mitigation efforts as advocates. The course provides activities and exercises that build the participants' abilities to: perform the tasks and responsibilities of the emergency manager's role; create long-term strategies for disaster-resistant communities; identify local mitigation opportunities; select mitigation solutions to hazard risk problems; find resources to carry out mitigation activities in a post-disaster environment.

Selection Criteria: Local government officials, emergency managers, community leaders in such efforts as voluntary organizations, businesses and industries, and other emergency service personnel.

Prerequisites: Completion of IS-393, *Introduction to Mitigation*.

**G398 Mitigation and Recovery Exercises**
G398.1 Earthquake
G398.2 Flood
G398.3 Hurricane

The *Mitigation and Recovery Exercises* are 1-day exercises for local government agencies such as building officials, zoning officers, commissioners, councils, and chief executive officers. The exercises present a series of challenges to a local government that could face a threat from earthquake, flood, or hurricane. The local government will have to solve how it intends to deal with temporary housing issues, building permits, and temporary business locations as well as long-term recovery issues.

These exercises work well in any size community from large metropolitan areas to small rural towns and villages. The exercise material explains what must be done to plan and prepare for the activity.

**G434 Earthquake Program
For Schools**

This 2-day course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification and nonstructural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis intervention.

Selection Criteria: The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials.

**G436 Earthquakes: A
Teacher's Package
for K-6**

This hands-on workshop introduces kindergarten and elementary teachers to *Earthquakes: A Teacher's Package for K-6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multi-disciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and **earthquake risk reduction for schools**.

Selection Criteria: Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers.

The purpose of the 1-day workshop is to introduce *Tremor Troop* to teachers who then will use it in their own classrooms.

The purpose of the 2-day workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**G439 Seismic Sleuths: A
Teacher's Package on
Earthquakes for
Grades 7-12**

This 2-day institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

Selection Criteria: Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.

FIELD-DELIVERED COOPERATIVE COURSES

FEMA's Mitigation Directorate, in cooperation with the Preparedness, Training, and Exercise Directorate, has entered into cooperative agreements with numerous professional organizations and associations in order to bring appropriate technical mitigation information to the audiences served by these organizations. To date, we have developed technical training courses and seminars for the following audiences:

- Building Code Enforcement Officials
- Engineers
- Architects
- School Administrators
- K-12 Teachers

Should you wish to arrange for such technical courses or seminars to be conducted in your State or jurisdiction, please contact your FEMA regional training manager for additional information. The upcoming courses and seminars, as they are scheduled, also will be listed on EMI's training bulletin board.

Preparedness and Technology

The Emergency Management Institute offers a number of training activities that develop operational capabilities and facilitate an effective response when an emergency occurs. Much of this preparedness training supports the requirements of chief executives and top-level, appointed emergency management officials. Public officials are responsible for protecting the lives and property of their constituents at all times. Yet, it is the emergency management professional on whom chief executives must depend for developing and maintaining emergency response capabilities on a day-to-day basis, as well as for providing sound advice and proper resource support during a period of crisis. This team relationship is critical for smooth, quick decisionmaking and coordination during a community emergency. Preparedness courses provide both orientation and insight into emergency responsibilities including the development of emergency plans, facilities, and appropriate public policies.

EMI offers courses that facilitate public policy formulation, technical skill building, and effective planning measures at Federal, State, and local levels of government. Such courses, seminars, and workshops address preparedness issues including continuity of government, radiological preparedness, hazardous materials, and the Chemical Stockpile Emergency Preparedness Program.

Some of the training is specific and technical, while other topics are designed to stimulate proactive policy level decisionmaking. The many resident and non-resident training activities included in the Preparedness and Technology Curriculum provide specialized training and information needed by Federal, State, and local government staffs and selected representatives from the private sector (business and industry).



G190 Incident Command System (ICS): Law Enforcement

This 2-day course introduces law enforcement personnel to the ICS. Several scenarios are included that allow participants to apply ICS to law enforcement.

Selection Criteria: Law enforcement officers who are involved with ICS.

**G191 Incident Command System/Emergency Operations Center (ICS/EOC) Interface**

This 1½-day course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.

Selection Criteria: Participants should be teams from a community's ICS and EOC personnel.

**G192 Incident Command System (ICS): Public Works**

This 2-day course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

Selection Criteria: Public works personnel involved with ICS.

**G194 Incident Command System (ICS) for Public Officials Conference**

The 1½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool which can be adopted in managing emergency situations.

Selection Criteria: Elected and appointed policy level officials.

G195 Intermediate Incident Command System (ICS)

This 3-day course is designed for a multi-discipline audience of persons who would likely serve as supervisors in an ICS structure. Topics include organization and staffing, incident and event planning/staffing, organizing a response to an incident or a planned event, and incident resource management. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 7–11 (I-300).

Selection Criteria: Participants who would serve in supervisory positions in an ICS structure.

Prerequisites: Successful completion of at least one of the following: EMI's *Basic ICS* Independent Study (IS-195), *ICS for Law Enforcement* (G190), or *ICS for Public Works* (G191), or NIIMS training modules 1-6 (I-100/200).

**G196 Advanced Incident Command System (ICS)**

This 3-day course is designed for a multi-discipline audience of staff who would likely serve as incident commanders in an ICS structure. Topics include command and general staff, unified command, major incident management, area command, and multi-agency coordination. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 12–16 (I-400).

Selection Criteria: Participants who would serve as Incident Commanders in an ICS structure.

Prerequisites: Successful completion of at least one of the following: *Intermediate ICS* or *NIIMS* training modules 7–11 (I-300).

G200 Public Officials Conference

This 1-day conference for a city/county provides an orientation to the Federal, State, and local partnership in emergency management. FEMA programs are related to State and local needs and activities. Participants learn how to use such programs effectively to meet responsibilities. They also share information that would enhance emergency management at all levels of government and discuss specific community preparedness capabilities.

Selection Criteria: Elected and appointed officials, private association leaders, and private disaster and emergency relief officials.

**G250.1 Workshop: State and Local Continuity of Government (COG)**

This 1-day module is designed to increase awareness and understanding of the concept of COG and the seven preparedness/planning elements that are necessary to ensure that State and local governments can carry out their executive, legislative, and judicial functions under the threat or occurrence of any emergency that could disrupt such functions and services. This training activity should be delivered as part of a WEM.

Selection Criteria: State and local officials, emergency managers, and other members of community support groups.

**G235 Emergency Planning**

This 3-day workshop is a redesigned planning course (in recognition of the unique hazards, resources, and circumstances of each community) for developing the expertise of community planning teams along principles offered in *State and Local Guide (SLG) 101, Guide for All-Hazard Emergency Planning*. Participants are required to complete a pre-workshop self-instruction of about 2 day's study and research.

Selection Criteria: All members of the emergency management team, including chief executive officers, heads of departments, representatives of volunteer and private sector organizations, population protection planners, operations officers, and others with varying lengths of service in emergency management. State and local staff are encouraged to take *Principles of Emergency Management* (G230) (formerly *Introduction to Emergency Management* (PDS)) before taking this course.

**G250.6 Workshop: Amateur Radio Resources**

This 3- to 4-hour workshop is designed to provide State and local elected officials, emergency managers, and other public officials an understanding of how these volunteer communication groups can help in supplementing telecommunication and warning systems.

Selection Criteria: State and local elected officials, emergency managers, and other public officials.

G250 Workshop: Emergency Management (WEM)

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.11 Workshop:
Continuity of
Operations
(COOP)**



This 1-day module is designed to increase awareness and understanding of the need for continuity of operations plans for State and local government offices. Recent events have demonstrated that government buildings and offices can be closed for extended periods of time due to natural or manmade events. These closures negatively affect service delivery to the general public. The workshop focuses on identifying State and local government tasks that must continue should an incident affect the staff or location where the tasks are performed. The workshop introduces the benefits of public-private cooperation in COOP planning. This introduction to COOP planning also will help participants determine appropriate backup measures so that essential service delivery can continue.

Selection Criteria: State and local government agency/department representatives.



**G250.12 Senior Officials' Workshop: Preparedness
and Response for Terrorist Incidents
(involving nuclear, biological, and
chemical agents)**

This 6½-hour workshop is an EMI field version of the same course originally conducted by the Department of Defense in the 120 designated metropolitan areas as part of the Domestic Preparedness Program. It focuses on planning and preparedness for terrorist incidents involving nuclear, biological, and chemical (NBC) incidents. The audience for the workshop is the mayor and his or her cabinet officials (department heads). The first half of the workshop discusses planning issues, along with local, State, and Federal capabilities. The second half is a tabletop exercise involving terrorist use of NMC agents in the local jurisdiction.

Selection Criteria: The mayor, cabinet officials (department heads/chiefs), local, and State partners for response to a terrorist incident.

**G271 Hazardous Weather
and Flood Preparedness**



This 2½-day field course was developed by the National Weather Service (NWS) and FEMA staff with input and assistance from many State and local emergency managers. It is intended to help promote more proactive responses to weather and flood hazards through close coordination between emergency management and NWS.

Since the United States experiences more severe weather than any other country, emergency managers need to know:

- how the basic elements of weather can combine to create potential hazards in their areas;
- what information is available and how it can be obtained;
- how to analyze the information on developing threats and how to project potential impacts; and
- how to determine when actions need to be initiated to meet developing threats.

The course is to be conducted by emergency management and NWS staff.

Selection Criteria: State and local emergency managers and other officials who must respond to hazardous weather events.

G272 Warning Coordination

This 1½-day field course is the latest in the hazardous weather series of courses produced in partnership with the National Weather Service (NWS). It is designed to be conducted jointly by NWS warning coordination meteorologists and State emergency management staff for an audience of local emergency managers.

Every year the United States experiences more severe weather than any other country in the world. In order to reduce deaths, injuries, and property losses, emergency managers must work closely with the NWS and the news media to provide effective warnings that can be received and understood by people at risk. This course is intended to help facilitate that process.

Course topics include The Social Dimensions of Warning Response; Developing Effective Warning Messages; Developing an Effective Community Warning Process; and working with the news media to create a Weather Warning Partnership. In addition to lecture and discussion, the course includes case studies, exercises, and an opportunity for interaction with representatives of the local news media.

**G300 Hazardous Materials: An Introduction for Public Officials**

This is a 3- to 4-hour unit of instruction for key public officials, department heads, and private executives with a need to understand basic policy issues regarding hazardous materials threats to the community. Focusing on “standard of care,” hazard assessment, risk management, planning, and response considerations, it provides officials with a basic overview of hazardous materials issues. It is an interagency course designed in cooperation with the U.S. Department of Transportation and the Environmental Protection Agency.

Selection Criteria: Public officials and other decisionmakers with a need for basic introductory instruction to policy issues related to hazardous materials management at the local level.

G301 Introduction to Hazardous Materials Preparedness

This 5- to 6-hour, 2-module course provides an introduction to hazardous materials concepts and practices. It goes beyond the content of the G300, *Public Officials* course and is predicated on students’ mastery of the hazardous materials independent study course (IS-5) prior to enrollment. It covers basic principles of preparedness, the role of local communities, and the hazards presented by chemicals in transportation or fixed-site threats. Each student must be familiar with IS-5 principles before enrolling in this class.

Selection Criteria: State and local personnel with a responsibility for hazardous materials.

Prerequisites: Completion of IS-5, *Hazardous Materials: A Citizen’s Orientation*.

G305 Hazardous Materials Workshops

This series of special-topic modules (student manual and instructor guide) is for participants receiving instruction either as stand-alone delivery in a *Workshop in Emergency Management (WEM)* or a *Public Officials Conference (POC)*, or as enhancement of regular classroom course work such as *Exercise Design*. Each module is intended for 1 to 3½ hours of instruction, as determined by the instructor.

G305.1 *Hazardous Materials Risk Communication*

G305.2 *Hazardous Materials Information Management*

G305.3 *Risk Analysis*

G305.4 *Exercising
Emergency Plans
Under Title III*

G305.5 *Alert and Notification*

G305.6 *Community
Awareness
and Right-to-Know*



G305.7 *Overview of Incident Command System*

G305.8 *Hazardous Materials Workshop for EMS Providers*

G305.9 *Hazardous Materials Workshop for Law Enforcement*

G305.10 *Facility Coordinator's Role and the LEPC*

G305.11 *Liability Issues in Emergency Management*

G305.14 *Hazardous Materials Response Team: Should You Have One?*

G305.16 *Hazardous Materials Workshop for Hospital Staff*

G305.17 *Introduction to Response for Non-Responders*

G305.18 *Understanding Hazardous Materials Training Requirements*

G305.19 *Frontier and Extremely Rural Hazardous Materials Programs*

G310 Weapons of Mass Destruction Courses

This series of facilitator-led courses is intended to help senior local government officials prepare for and improve their ability to manage and respond to mass casualty terrorism incidents involving the use of Weapons of Mass Destruction (WMD). Each course has the same five objectives and each uses a different scenario to enable participants to accomplish them. The objectives are stated below.

At the completion of the training, local government officials should be able to:

- Exercise greater leadership in preparing for and managing response to WMD mass casualty terrorism incidents through a better understanding of their jurisdiction's response capabilities.
- Analyze the appropriateness of plans, policies, procedures, and other preparedness elements currently in place to respond to and recover from a mass casualty terrorist incident.
- Determine the adequacy and the level of training of jurisdictional disaster and emergency management staff.
- Determine the adequacy of the jurisdiction's resources (e.g., personnel, materials, and personal protective and other equipment) for response and recovery from a mass casualty incident.
- Identify the coordination requirements among local, State, and Federal governments for response to WMD terrorist incidents.

All five courses are designed as either 1-day or 3-day offerings. There are no student manuals; the facilitator must tailor the course for the specific community. They can be downloaded at

<http://stargate.ornl.gov/StarGate/dmmg/traindocumentation.html>

G310.1 *Weapons of Mass Destruction: Nuclear Scenario*

G310.2 *Weapons of Mass Destruction: Radiological Scenario*

G310.3 *Weapons of Mass Destruction: Chemical–Sarin Scenario*

G310.4 *Weapons of Mass Destruction: Chemical–Vx Scenario*

G310.5 *Weapons of Mass Destruction: Biological–Anthrax Scenario*

Selection Criteria: The following is a list of recommended participants, but it is not all-inclusive.

Core Recommended Audience: Chief elected/appointed officials; fire chiefs; sheriffs; police chiefs; directors, emergency services; directors, public works; directors, public health and safety; public information officers, chief financial officers, legal counsel, chief medical examiner/coroners, and communications directors. **Other Possible Participants:** transportation authority (port authority, airport authority, and/or area transportation authority, etc.*); evacuation coordinators;* mass care coordinators;* resource managers; chiefs, animal care and control agency; warning coordinators; coordinator of volunteer organizations; directors, emergency medical service (EMS); directors, hazardous materials team (HMT);* State and/or Federal representatives, as appropriate;* area military representative;* National Guard representatives; Department of Energy (DOE) representatives; Federal Bureau of Investigations (FBI) representatives;* Centers for Disease Control (CDC) representatives; Environmental Protection Agency (EPA) representatives; U.S. Coast Guard (USCG) representatives; and representatives of neighboring jurisdictions.

* *The target audience with an asterisk must be invited (if they are available).*

Prerequisites: The course is designed with the following assumptions about participation:

1. The city or county conducting the course has an emergency operations plan (EOP) and standard operating procedures (SOP's).
2. The participants know and understand their roles and responsibilities, as defined by their EOP; are trained in their areas of expertise; and know their jurisdiction.

G311 Hazardous Materials Contingency Planning

This 4½-day course is for emergency management personnel responsible for hazardous materials planning and coordination. It covers emergencies including transportation, use, storage, and disposal of hazardous materials and episodic releases of air-toxic chemicals from fixed-site facilities. Emphasis is placed on interagency cooperation and the identification of technical assistance that is available. Topics include local, State, and Federal mechanisms to assist in planning and response, tactical requirements, hazardous materials characteristics, and regulatory compliance. This course is co-sponsored by the Environmental Protection Agency, the U.S. Department of Transportation, and FEMA.

Selection Criteria: Open to all officials responsible for public policy and strategic planning and response.

NOTE: *EMI is currently undertaking development of a new hazardous materials planning curriculum, including major revisions to the courses currently listed in the catalog and the addition of several new programs. It is anticipated that the new curriculum will be implemented in FY 2000. When this new curriculum goes online, full catalog updates will be posted on EMI's Web site. Interested parties are urged to check the Web site for updated information on changes to EMI's hazardous materials courses prior to ordering replacement materials.*

Radiological Instructors

States select a cadre of instructors who become qualified to teach radiological monitors and radiological response teams. These instructors could be key local staff, such as fire department instructors, emergency managers, radiological officers, State radiation control agency representatives, and others. Radiological instructors obtain qualification by successfully completing the following program of non-resident and resident study:

Fundamentals Course for Radiological Response (G320);

We encourage these instructors to attend S301, *Radiological Emergency Response Operations* also.

G320 Fundamentals Course for Radiological Response

This 3-day performance-based (hands-on) course for assigned local radiological response team members covers the concepts of radiation protection, radiation detection instruments, radiological monitoring techniques, radiological hazards and protective actions, team-building, and basic procedures to support planning for emergency and recovery activities in the event of a radiological incident. This course is designed so that modules may be pulled out separately and adapted to specific audience needs and requirements.

Selection Criteria: State and local government radiological response teams and newly assigned hazardous materials response team members.

Prerequisites: IS-3, *Radiological Emergency Management*.

G346 Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)

This 1-day course introduces medical personnel to procedures for handling radiation and other hazardous materials accident victims in the hospital environment. The goal is to enable participants to provide prompt and appropriate care for hazardous materials accident victims while minimizing exposure and preventing the spread of contamination. Part 1 concentrates on radiation accidents whereas part 2 covers other hazardous materials incidents.

Selection Criteria: Physicians, nurses, and others who provide emergency medical services in hospitals.

Prerequisites: Successful completion of IS-346, *Orientation to Hazardous Materials for Medical Personnel*.

G351 Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster

The purpose of this 6-hour course is to prepare local elected government officials to lead and direct their jurisdiction in implementing comprehensive emergency management systems.

At the conclusion of the course, participants will be able to:

- Exercise greater leadership in an emergency through a better understanding of their roles and responsibilities;
- Develop emergency management policies and procedures for emergency management activities and implement necessary policies and procedures to respond to and recover from a disaster;
- Initiate appropriate emergency management actions during a disaster;
- Negotiate through the intergovernmental response system to obtain the required resources and assistance in an emergency;
- Maximize gains for disaster recovery assistance through appropriate contacts and knowledge of available resources;
- Understand the partnership among Federal, State, and local governments;
- Establish relationships and partnerships with other agencies and organizations (i.e., profit, not-for-profit, and business and industry) for effective emergency management response and recovery outcomes; and
- Take actions to ensure citizen satisfaction during a disaster and build credibility before a disaster.

Selection Criteria: Local elected officials (i.e., mayors, etc.).

G360 Hurricane Planning

This 2½-day course is designed to assist State and local planners responsible for developing or revising emergency operations plans and procedures. The course provides methods and techniques for using the latest information from Hurricane Evacuation Studies and other sources in planning response operations before and after a hurricane.

Selection Criteria: Members of State and local planning teams from jurisdictions covered by a completed Hurricane Evacuation Study.



**G365.3 Workshop:
Partnerships for
Creating and
Maintaining Spotter Groups**



This 5-hour workshop emphasizes the valuable service that spotter groups provide to protect lives during hazardous weather and flooding. This activity is intended to promote the creation and enhancement of spotter groups across the country. It includes a wide variety of tools and approaches to help make spotter groups a key part of effective community warning systems. This workshop should be delivered jointly by emergency management and National Weather Service staff.

Selection Criteria: State and local emergency managers and National Weather Service staff.

**CHEMICAL STOCKPILE EMERGENCY
PREPAREDNESS PROGRAM (CSEPP) TRAINING
COURSES**

Ten States are part of the Chemical Stockpile Emergency Preparedness Program: Alabama, Arkansas, Colorado, Illinois, Indiana, Kentucky, Maryland, Oregon, Utah, and Washington.

Non-CSEPP States can obtain training courses by contacting the Emergency Management Institute.

**G901 Personal Protective Equipment (PPE)**

This course is designed to be presented as an independent course or as part of the *ACT FAST* course.

This 4- to 6-hour course is designed to initiate emergency workers to the proper way to protect persons from contamination by donning PPE; removing potentially contaminated PPE without contaminating the wearer; recognizing the limitations of PPE; knowing when and how to use chemical detector kits; and knowing State and local work rules, policies, and procedures, as well as those used by CSEPP.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Personal Protective Equipment for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

G902 CSEPP JIC Advisor

This computer-based training (CBT) program is designed to be used as a Joint Information Center (JIC) familiarization and refresher course. It also contains a site-specific resources catalog that can be used by public affairs personnel in time of an emergency.

The program is designed to provide CSEPP Emergency Public Information (EPI) in a manner that is structured, learner-controlled, easily accessible, and maintainable. It can be used to guide EPI personnel through information that assists the learner in integrating and applying new information so that it can be transferred from the learning environment to emergency response.

The CSEPP CBT program's learning experience is presented through five components: an information component; a scenario component; a reference system component; and a CBT support component.

This program is designed to be self-paced and can be used by individuals within a work setting.

G903 CSEPP Spokesperson Training

This 8- to 16-hour course is designed to develop in non-public affairs personnel the ability to successfully convey accurate and concise information to the media in a chemical (CSEPP) emergency.

The class covers:

- The function of the media today
- Media concerns
- Broadcast vs. print
- Being part of the message and message content
- On-camera actions and appearance
- Spokesperson responsibilities
- News conferences

The program consists of classroom instruction, group instruction, and one-on-one on-camera training. Portions of the class also focus on the relationship of the Joint Information Center and System to the successful dissemination of information during an emergency.

NOTE: *The length of the class is determined by the number of participants.*

G904 CSEPP Chemical Awareness

This 8-hour course is designed to familiarize participants with the chemical stockpile and its components, the Chemical Stockpile Disposal Program (CSDP), and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Participants will be able to recognize chemical agent characteristics, signs and symptoms of agent exposure, and how to avoid contact with agents in an off-site incident involving the accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents such as sulfur mustard).

Specifically, at the end of this training program the participant should be able to describe the types of chemical agents stored in each location, describe the major emergency planning steps for protecting people in the event of a chemical incident, describe how to avoid contact with chemical agents, and describe the effects of weather and terrain on the movement of chemical agents.

Selection Criteria: This course is designed for people engaged in planning for emergency response in the event of a chemical agent incident under the CSEPP.

G905 ACT FAST (Agent Characterization and Toxicity First Aid and Special Treatment)

This 8-hour course is designed to prepare emergency medical personnel to recognize and provide first response treatment to persons accidentally exposed to nerve and blister agents. The objective of this training program is to prepare participants to respond to an off-installation scene involving an accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents, such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the potential hazards of nerve and blister agents; (what they are, how they spread, and how they work to identify the signs and symptoms of nerve and blister agent exposure) and to describe the initial first-aid treatment for victims of nerve and blister agents.

Selection Criteria: This course is designed to prepare participants to respond to an emergency situation involving an accidental release of nerve or blister agent. The focus is pre-hospital treatment—providing treatment at the scene and during transportation to the hospital. Although anyone who performs emergency medical duties can use the information provided in this course, it is especially designed to meet the needs of those who are likely to be the first on scene: emergency medical technicians, police, fire department personnel, paramedics, ambulance operators, and nurses.

G906 Response Phase Decontamination

This course is designed to be presented as an independent course or as part of the ACT FAST course.

Decontamination should be considered an integral part of the necessary planning for emergency response. Adherence to the response phase decontamination guidelines will reduce the potential for injury and save lives during the emergency response phase immediately following a significant agent release. Decontamination (decon) of people exposed to a chemical agent must begin in the first stages of response, possibly concurrently with the implementation of protective actions. Independent modules (each requiring 1-2 hours) have been developed covering performing self and buddy decon; decon station procedures; decon by emergency medical personnel; and a planner's checklist for use in planning for decon within the CSEPP framework.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Response Phase Decontamination for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

Prerequisites: It is suggested but not required that the CSEPP *Chemical Awareness* or ACT FAST course be taken before this course.

G907 Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians Exposed to Nerve Agent

This course is designed to be presented as an independent course or as part of the *ACT FAST* course.

This 3-hour course is designed to prepare participants to identify antidotes to be administered in the event of nerve agent exposure, identify the conditions under which antidote auto-injectors should be used, demonstrate the use of the antidote auto-injectors, and recognize adverse reactions to the use of the antidotes.

Selection Criteria: This course is designed to prepare those persons called upon to respond to an emergency situation involving an accidental release of nerve agent who are allowed, under pertinent State laws and regulations, to administer drugs. May include emergency medical technicians, paramedics, and nurses.

Prerequisites: The *ACT FAST* course is a prerequisite for this course.

G908 Joint Information Center/Joint Information System (JIC/JIS)

This course is 16 to 24 hours depending on the presentation. The 16-hour course would consist of 8 hours of classroom time and 8 hours of exercises. The 24-hour course would consist of 16 hours of classroom time and 8 hours of exercises. This course is designed to introduce participants to the JIC/JIS concept of operations. It details the functions and administrative structure and logistical resources associated with establishing this single location for dissemination of coordinated emergency information to the public and provides opportunities to practice skills needed in specific assignments.

Specifically, at the end of this training program, the participants should be able to understand the JIC/JIS concept of operations; show an understanding of the JIC/JIS functions and administrative structure; demonstrate a knowledge of the facility, equipment, and staffing requirements; display the necessary skills required to perform specific JIC assignments; and establish a working relationship with other JIC/JIS team members.

Selection Criteria: This course is designed for people whose duties during an emergency response to a CSEPP chemical agent incident will require them to perform their jobs in the Joint Information Center.

Prerequisites: For background, the *Chemical Awareness* course should be taken before attending this course. For PIO's, the *Basic Public Information Officers* course (G290) should be taken prior to attending the *JIC/JIS* course.

G909 Technical Planning and Evaluation

An accident involving chemical agents could be a rapidly occurring event with no time for detailed analysis—it would require an immediate emergency response. In order to provide such a response, as much decisionmaking as possible regarding protective action strategies should be completed during the response planning phase. Then the decisions made can be implemented in case of an accident. Protective action strategies are sets of pre-planned responses to different emergency situations that are developed using a variety of planning tools. After the strategies have been defined, a decisionmaking process can be developed for selecting the appropriate strategy in an emergency.

This computer-based, self-paced course is designed to identify the physical and chemical properties of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to identify the potential human health effects of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to define and illustrate the concepts of exposure, dose, and risk, and show how these relate to the protective action decisionmaking process; to list the basic function of models and describe their use in planning; to list and describe the specific planning tools developed within CSEPP for protective action planning; and to define evacuation and sheltering as protective actions for CSEPP.

Specifically, at the end of this training program the planner will be able to use the information and concepts discussed in the CSEPP Planning Guidance to develop local protective action strategies. By completing a detailed case study requiring development of strategies for responding to a set of specified conditions, the planner will use the CSEPP emergency decisionmaking process just as it is to be used on the job: first identifying critical information required to make the decision, then identifying the affected portion of the emergency planning zone, and finally identifying the protective action strategy to be implemented.

Selection Criteria: This course is designed for those responsible for developing protective action plans for CSEPP chemical accidents, as well as for those who want an overview of the planning process and the tools used in developing protective action plans.

Prerequisites: Completion of the *CSEPP Chemical Awareness* course is a prerequisite for taking this course. This course also requires, as a minimum, a 286 DOS-based machine with 4 megs of memory running Windows 3.0 or 3.1. Basic computer skills are a requirement for the participant running actual models as required in the workbook portion and are suggested for the participant seeking an overview and not participating in the model exercises.

CSEPP State Exercise and Training Officers

The CSEPP exercise and training officers in each of the CSEPP States maintain the schedule for these courses in their respective States. Please contact them for further information on outside availability of these courses.

Alabama	James Aldridge Alabama Emergency Management Agency 5898 County Road 41 Box 2160 Clanton, AL 35046-2160	Phone: (205) 280-2211 Fax: (205) 280-2444 e-mail: Jaldri2409@aol.com jima@aema.state.al.us
Arkansas	Rebecca Edwards Arkansas Department of Emergency Management P.O. Box 758 Conway, AR 72033	Phone: (501) 730-9750 (ext. 9816) e-mail: rebecca.edwards@adem.state.ar.us
Colorado	Ted Medley Colorado Office of Emergency Management 15075 South Golden Road Golden, CO 80401-3997	Phone: (303) 273-1787 Fax: (303) 273-1795 e-mail: ted.medley@state.co.us
Illinois	Jana S. Fairrow Illinois Emergency Management Agency 110 East Adams Street Springfield, IL 62701-1109	Phone: (217) 557-4766 e-mail: jfairrow@iema.state.il.us
Indiana	Joe Bell Indiana State Emergency Management Agency 302 W. Washington Street, Room E208 Indianapolis, IN 46204	Phone: (317) 233-4480 e-mail: jbell@sema.state.in.us
Kentucky	Monica Hale-Kehrt Charles Scott Kentucky CSEPP 1111-B Louisville Road Frankfort, KY 40601	Phone: (502) 564-5004 Fax: (502) 564-5010 e-mail: mhale-kehrt@kydes.dma.state.ky.us cscott@kydes.dma.state.ky.us
Maryland	Bill Smith Maryland Emergency Management Agency State Emergency Operations Center Camp Fretterd Military Reservation 5401 Rue Saint Lo Drive Reisterstown, MD 21136	Phone: (410) 517-5123 Fax: (410) 517-3610 e-mail: bsmith@mema.state.md.us
Oregon	Stan Ross Oregon Emergency Management Agency, 125 Southeast First Street Pendleton, OR 97801	Phone: (541) 966-9640 Fax: (541) 966-9650 e-mail: sross@oem.state.or.us
Utah	Lorin Larsen Gary Vetterli Utah Division of Comprehensive Emergency Management/CSEPP 1110 State Office Building Salt Lake City, UT 84114	Phone: (801) 538-3781 (801) 538-3770 Fax: (801) 538-8400 e-mail: llarsen@pds.state.ut.us gvetterl@pds.state.ut.us
Washington	Allen Jakobitz Washington Emergency Management Building 20 Camp Murray, WA 98430-5122	Phone: (253) 512-7050 Fax: (253) 512-7206 e-mail: a.jakobitz@emd.wa.gov

Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

FEMA's Professional Development Curriculum addresses skills and abilities required by the emergency management professional in today's complex environment. Whether dealing with natural hazards, technological hazards, or national security hazards, the emergency manager must be prepared to exercise a leadership role that extends far beyond his or her own department.

The field of emergency management is emerging into higher visibility in communities throughout the Nation as they are victimized by disasters that are increasingly severe and more numerous. With this come greater responsibilities for the emergency managers, and likewise for the trainers who guide them in developing the skills to deal with disasters. In our efforts to professionalize the emergency management workforce, the Professional Development Series has been the central effort.



Professional Development Series**Professional Development Certificate of Completion**

Those who complete **all** Professional Development Series (PDS) courses are eligible to receive a PDS certificate of completion.

Requests for the certificate must be sent first to the State director of emergency management for verification, then the Superintendent of EMI for consideration. Such requests should include the date and place of each PDS course attended, together with the name of the course manager.

1. **G230** *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) (description on this page)
2. **G235** *Emergency Planning* (description on page 85)
3. **G120** *Exercise Design* (description on page 110)
4. *Basic Skills in Emergency Program Management* (description on page 101):
 - G240** *Leadership and Influence* (description on page 101)
 - G241** *Decisionmaking and Problem-Solving* (description on page 101)
 - G242** *Effective Communication* (description on page 101)
5. **G244** *Developing Volunteer Resources* (description on page 101)

G230 Principles of Emergency Management

This 3-day course replaces the *Introduction to Emergency Management* course. The new course consists of four modules which build on one another, but can be used individually. The first module includes the concepts of emergency management and its integration of systems, basic definitions, identification of hazards and their analyses, general descriptions of the four phases, and identification of resources at several levels. The second module is more detailed, encompassing the role of the local emergency manager and linking concepts of the four phases to specific practices and information, including community hazards analysis, mitigation strategies, damage assessment, and assistance programs for recovery. The third module is more complex, addressing the coordination of various systems, networks, and agreements among various governmental and other organizations using group activities and exercises. In the fourth module, the participants demonstrate their abilities to work with and apply the skills and information gained in the first three modules.

Selection Criteria: Local jurisdiction officials, emergency managers, volunteers, and other emergency service personnel who perform work using fundamental principles of emergency management or who need to expand their roles in the profession. Applicants should complete Independent Study courses IS-1 and IS-7 and are encouraged to complete IS-3 and IS-5 before scheduling this course.

**G240– Basic Skills in Emergency
G242 Program Management**

Three PDS courses totaling 7 classroom days are called Basic Skills and may be considered together for purposes of accreditation.

**G240 Leadership and Influence (3 days)**

This course shows participants how to assess differences in personal values and interpersonal influence styles, and to apply situational leadership behaviors in emergency management.

**G241 Decisionmaking and Problem-Solving
(1 day)**

This course gives participants practice in making individual and group decisions based on a model problem-solving process.

**G242 Effective Communication (3 days)**

This course is designed to develop the skills of emergency managers in public and interpersonal communication. The course includes a variety of topics, and provides for practice in oral presentation.

Selection Criteria: All people who perform emergency management functions. Applicants for any of the basic skills courses should have completed *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) and the *Emergency Planning* courses.

**G244 Developing Volunteer
Resources**

This 2-day course is designed to improve participants' abilities to deal with a broad range of issues in the management of volunteers. Issues covered include identification of tasks provided by organized groups that require volunteer services, skill definition and specification of qualifications, publicity and recruitment, skill development and maintenance, and motivation strategy that promotes continued involvement and quality performance.

Selection Criteria: Local emergency management personnel who need to enhance and improve their skills in developing and managing volunteer resources.

**G247 Decisionmaking in a Crisis**

This is a workshop for honing skills for making informed and ethical decisions during an emergency. It is for all emergency managers and staff. It includes a problem-solving model, how to make ethical decisions under stress, and a series of scenario-based activities to practice skills. To complete PDS requirements, this course may be taken in place of *Decisionmaking and Problem-Solving*.

Certified Emergency Manager® (CEM®) Program

The Emergency Management Institute endorses the Certified Emergency Manager® program, which is administered by the International Association of Emergency Managers. The purpose of this program is to raise and maintain professional standards and certify individuals who have demonstrated basic competencies in the emergency management profession.

Information on the CEM® program can be obtained by contacting the International Association of Emergency Managers at 111 Park Place, Falls Church, Virginia, 22046, by phone at (703) 538-1795, or by e-mail at iaem@aol.com.

**G261 Instructional Presentation Skills**

This 3½-day course prepares the participant to assist with State-delivered training. It covers preparation, presentation, and evaluation skills.

Selection Criteria: Members of State and local emergency management teams. Recommended for local emergency program managers who teach PDS courses. It is highly recommended for PDS course managers.

G280 Public Policy in Emergency Management

This 1-day course is designed to heighten awareness of public policy issues inherent in emergency management. Discussions and exercises cover public policy analysis, executive roles, hazard evaluation, establishing public policy, and media relations.

Selection Criteria: Elected and appointed officials of State and local governments who have policy responsibilities, such as mayors, city council members, county executives, district attorneys, legal counsel, county supervisors, attorneys general, adjutants general, public safety directors, budget officers, and those with similar responsibilities.

**G290 Basic Public Information Officers (PIO)**

This 3-day course is intended for the new or less experienced PIO. Its emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include the role of the PIO in emergency management, conducting awareness campaigns, news release writing, public speaking, and television interviews.

Selection Criteria: Emergency management personnel, including fire and law enforcement who have either full- or part-time responsibilities for public information in their communities or departments. Individuals with considerable experience in public information may want to consider applying for a waiver to attend the *Advanced Public Information Officers* (E388) course at EMI. See page 55 of this catalog for details.

Response and Recovery

Response and Recovery are phases of emergency management that require a team effort at all levels of government and the private sector. Professionals involved in response and recovery include elected and appointed officials, city and county administrators, emergency managers, public works directors, building officials, community planners, emergency services personnel and other allied professionals.

Training and education in response and recovery roles and responsibilities is a critical first step towards ensuring successful disaster operations. The Response and Recovery Curriculum is designed to equip Federal, State, and local professionals with the knowledge, skills, and abilities required to perform their jobs. These professionals are encouraged to avail themselves of the courses offered in the curriculum.



G202 Debris Management

This field course is designed for State and local personnel at all levels as well as public works directors, their staffs, and waste management personnel. The course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from debris-generating events.

Selection Criteria: State and local personnel.

Prerequisites: None

NOTE: The PowerPoint visuals to the instructor guide are accessible to the State training officer via the FEMA Web site.

**G203 Public Assistance Applicants Workshop**

This 1-day field course is an overview of the roles and responsibilities of potential applicants who participate in FEMA's Public Assistance program. The target audience includes local government personnel, public works directors, emergency management coordinators, and other local government personnel with disaster assignments involving the community infrastructure.

Prerequisites: No prior knowledge of the PA program or its functions is needed prior to attending this course.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.3 Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities

This 4-hour module is intended to increase awareness of the potential special needs of seniors and persons with disabilities before, during, and after a disaster. Awareness then is linked to the unique emergency preparedness and planning requirements to address those needs.

Selection Criteria: State and local emergency managers and other members of emergency services and community support groups.

**G250.7 Workshop: Local Situation (RAPID) Assessment**

Communities can use the Resource Guide and Facilitator's Guide when developing the plan and procedures for rapidly and efficiently collecting disaster intelligence immediately following a disaster. This intelligence is used to prioritize response activities, allocate available resources, and specifically request resources from other sources to save and sustain lives.

Selection Criteria: Any community working to improve its disaster intelligence collection procedures.

G270 Workshop in Emergency Management (WEM): Response and Recovery

These Response and Recovery WEM modules treat current topics in response and recovery that can be included in State workshops. Plans include development of a series of modules that will be ready for field delivery during the current and future years. Notification of future availability of WEM modules will be made through EMI Grams and other communications with the States.

Currently, six WEM modules, described below, are available: G270.1, G270.2, G270.3, G270.4, G270.5, and G270.6.

**G270.1 Asking for Help**

This videotape and facilitator guide are designed to promote local officials' awareness of effective approaches for requesting government assistance during and immediately after disasters. Recent disasters have shown that many local officials are unsure of the size, amount, location, and type of resources needed. This can be used in conjunction with the *Resource Management* course (description on next page).

**G270.2 The Federal Response Plan (FRP)**

This videotape and accompanying facilitator guide are designed to promote awareness of the FRP. The overview explains what the FRP is, when it is used, and who is involved.

**G270.3 Expedient Flood Training**

This 45-minute orientation module is designed to train volunteers in flood-fighting techniques using sand bags and other materials.

G270.4 Recovery From Disaster: The Local Government Role

This workshop is designed for local government disaster recovery professionals (elected officials, city/county administrators, emergency management coordinators, public works directors, building inspectors, community planners, and unmet needs committee coordinators).

The WEM is designed for ½- to 2-day delivery, depending on local need, and covers the roles, responsibilities, and major tasks of each team member during short- and long-term recovery. Course materials include checklists, sample forms, brochures, public notices, sample news releases, sample ordinances, and other resources (in hard copy and electronic file) to assist local recovery teams in their jobs.

**G270.5 Managing Through a Disaster for Supervisors**

This 1½-day workshop provides local government managers and supervisors with an improved ability to supervise disaster workers and to plan for and cope with problems working through and recovering from disasters.

**G270.6 Working Through a Disaster for Front Line Employees**

This 1-day workshop provides front-line local government employees with an improved ability to plan for and cope with the problems of working through and recovering from disasters.

G275 Emergency Operations Center (EOC) Management and Operations

This 3-day course provides participants with the knowledge and skills to effectively manage and operate an EOC during crisis situations. The course covers many aspects of properly locating and designing an EOC, how to staff, train, and brief EOC personnel, and how to operate an EOC during various situations. It is modular so that it is flexible enough to meet various jurisdictions' needs.

Selection Criteria: State and local individuals responsible for developing, staffing, managing, and operating an EOC. Other EOC staff are encouraged to attend.

Prerequisites: Successful completion of IS-275, *The Emergency Operations Center Role in Community Preparedness, Response, and Recovery Operations*.

**G276 Resource Management**

This 2-day course provides participants with the knowledge and skills to effectively identify, develop, and manage a resource management system. The course covers aspects of how to tap into little used resources, how to develop and manage a system to better manage scarce public and private sector resources in a crisis situation, and how to ask for help (the videotape and facilitator's guide for G270.1 has been incorporated into this course).

Selection Criteria: State and local individuals responsible for effectively developing and managing a resource management system within the EOC or Incident Command System (ICS).

The course received the Outstanding Technology Branch Training Program award for 1993-1994 from the Potomac Chapter of the International Society for Performance and Instruction.

G288 Donations Management Workshop

This workshop addresses the planning and operations of an effective donations management system to ensure efficient use of undesignated donations and spontaneous volunteers during a disaster in conjunction with representatives of Voluntary Organizations Active in Disaster (VOAD) and State and local government.

Selection Criteria: Local government officials or State and local leaders of key voluntary organizations (i.e., those affiliated with the State VOAD), who have responsibility for planning, coordinating, implementing, and/or operating the donations management function at the State and local level.

Prerequisites: Participants should have some responsibility to oversee, coordinate, and/or assist with the State and local donations function during large-scale disasters.

**G358 Evacuation and Re-entry Planning Course**

This 12-hour course is designed to provide participants with knowledge and skills needed to design and implement an evacuation and re-entry plan for their jurisdictions. It uses a community's vulnerability analysis and evacuation plan. It also addresses evacuation behavior and recommends methods to make evacuation and re-entry more efficient.

This course **does not address** the decision to evacuate or re-enter.

Selection Criteria: The persons responsible for planning, implementing, and carrying out evacuations within a jurisdiction should attend this course as a team. This includes, but is not limited to, local and State government emergency program managers, emergency planners, and response personnel.

G357 Emergency Response to Criminal and Terrorist Incidents

The primary goals of this course include increasing safety by describing hazards that may exist at crime scenes, enhancing evidence preservation and rescue efforts and fostering cooperative working relationships among all responders through role and responsibility clarification. The course uses a combination of instructor-led discussions and videotape presentations and concludes with an exercise.

Selection Criteria: The audience for this 6- to 8-hour course are persons who will respond to a criminal or terrorist event. This course is a joint training effort that includes firefighters, emergency medical services, law enforcement, public works, and others with emergency management responsibility from a local community. It is recommended that this course be taught to groups from the same jurisdiction for maximum benefit.

EMI has sent reproducible copies of this course to State emergency management agencies, State fire academies, and State law enforcement academies. Additional reproducible copies can be obtained by contacting EMI.

G361 Flood Fight Operations

This 2½-day course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

While this training emphasizes how to conduct a flood fight, it provides information to help communities decide if a flood fight is possible and worth the effort and cost. Diagrams with materials lists and equipment and labor requirements to construct various types of temporary flood protection can be used to help determine if there are enough time and resources to protect the community. If the whole community cannot be protected, then officials must decide where to concentrate their efforts to protect some areas and/or evacuate and relocate what they can. If a flood fight is undertaken, it should be done the right way or the effort will be wasted.

Instructors should be experienced in flood fighting. It is recommended that the U.S. Army Corps of Engineers be part of the instructional team to discuss the methods and techniques they use in your region and to explain what assistance they may be able to provide.

NOTE: *Some States may decide to add the 45-minute Expedient Flood Training (G270.3) to offerings of this course and may also do a field activity to build a sandbag wall. If participants will be asked to fill and place sandbags, they should be told to bring appropriate clothing.*

Selection Criteria: Federal, State, and local officials responsible for planning, preparing, and managing response to floods.

G385 Disaster Response and Recovery Operations (DRRO)

This revised 3-day course covers the basic concepts, operational procedures, and authorities involved in responding to major disasters. It addresses Federal, State, and local roles and responsibilities in major disaster recovery work. An overview of preliminary damage assessment, disaster recovery centers, and special needs of victims and disaster workers is also included.

Selection Criteria: State disaster staffs, local government emergency management personnel, and private relief agency disaster staffs.

NOTE: PowerPoint visuals are available from the FEMA Web site via the State training officer.

**G386 Mass Fatalities Incident Response**

This course prepares local and State response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.

Selection Criteria: The course is designed for a wide audience, encompassing the range of personnel with a role to play in mass fatality incidents. Coroners, medical examiners, funeral directors, heads of first response agencies (fire, police, EMS, etc.) planners, and emergency management coordinators will benefit from this course.

G391 Disaster Response Planning for Organizations Serving Seniors and People with Disabilities

This 1½-day course explores issues confronting social service agencies, care providers, and local emergency management offices in disasters. The materials are designed to promote awareness of these issues, to encourage social service agencies and care providers to work with local emergency management offices. The course goes beyond G250.3, *Workshop in Emergency Management (WEM): Disaster Related Needs of the Disabled and Elderly* by providing more detailed response planning guidelines and case studies, and in its emphasis on the role of the care provider and local emergency managers.

Selection Criteria: This course is primarily for disaster and emergency coordinators of social service agencies and other organizations serving seniors and people with disabilities. An allied audience is the local emergency manager who has responsibility for coordinating planning and response actions for local jurisdictions.

Simulation and Exercise

The Simulation and Exercise Curriculum also includes courses (offered by State emergency management agencies) that are designed to improve the overall exercise capabilities of local, State, and Federal organizations. Five courses which feature job aids complete an overall Comprehensive Exercise Curriculum. These courses will provide all of the building blocks necessary to achieve a performance-based curriculum in simulation and exercise.

The *Exercise Program Manager/Management Course* was designed to provide higher level program management skills in developing performance-based exercise systems. An *Exercise Control/Simulation* course will enable participants to establish effective exercise control and simulation teams. The *Exercise Controller/Simulator* and *Exercise Evaluator Workshops in Emergency Management (WEMs)* are designed as utility training packages to train staff to perform these critical tasks in the conduct of emergency management exercises. When coupled with FEMA's Comprehensive Exercise Program as coordinated by State offices of emergency management, the learning and performance-based experience in this curriculum can establish the foundation for an excellent community- and system-wide emergency response system.

The Emergency Management Institute developed the Master Exercise Practitioner (MEP) Program in FY 1999 to recognize those individuals who successfully complete all the training courses in the CEC. The G138, *Exercise Practicum*, is available for those individuals who wish to earn the title Master Exercise Practitioner. The practicum is a self-directed and negotiated series of 11 proficiency demonstrations in which the MEP candidate will be challenged to apply the knowledge, skills, and abilities acquired through participation in CEC courses to emergency management exercises.

State emergency management agencies serve as sponsors for MEP candidates. When the MEP candidate has successfully completed G138, *Exercise Practicum*, the sponsor may request through their respective FEMA Regions that EMI award the Master Exercise Practitioner title to recognize the high level of achievement in this specialized field.



G110 Emergency Management Operations Course (EMOC) for Local Governments

The EMOC is designed for local communities that may not be able to participate in FEMA's resident *Integrated Emergency Management Courses*. The EMOC is an exercise-based program with planning sessions that begin weeks prior to the actual course, and it includes classroom sessions and exercises. The flexible format of the EMOC allows it to be conducted in a 2½-day or 3-day format. The purpose of the EMOC is to improve operational capabilities as they relate to managing emergencies in the local community. The course places emphasis on the Emergency Operations Center (EOC) as a focal point for managing a simulated emergency.

Selection Criteria: Elected and appointed city and county officials. These include mayor, city manager, city council, county commissioner, county manager, and other key positions, such as emergency management director and public information officer. Also included as eligible participants are upper- and mid-management personnel, including supervisory, operational, and communications staff from the fire service, law enforcement, public works, and emergency medical services. Volunteer groups also should participate.

**G120 Exercise Design**

This 2-day course develops skills that will enable those attending to train staff and to conduct an exercise that will test a community's plan and its operational response capability.

Selection Criteria: FEMA regional, State, and local emergency management staff having responsibility for developing and conducting exercises. Local government participants should represent jurisdictions with completed emergency plans and should bring their plans to the course.

Prerequisites: Must complete Independent Study Course IS-120, *An Orientation to Community Disaster Exercises*, before attending the field offering.

G130 Exercise Evaluation

This 2-day course provides knowledge and develops skills that will enable those attending to manage exercise evaluation activities before, during, and after an emergency management exercise.

Selection Criteria: State, FEMA regional, and local emergency management and emergency services staff who have the responsibility of managing exercise evaluation activities associated with the overall emergency management functions or emergency service disciplines, such as fire, law enforcement, emergency medical services, public works, and community service/volunteer agencies and organizations.

Prerequisites: The participant should have substantial knowledge of emergency operations within his/her organization and the assigned responsibility to manage the evaluation function or serve as an evaluation team leader as part of the community's exercise program.

G135 Exercise Control/Simulation

This 2-day course is designed for experienced emergency exercise staff to perform tasks as chief exercise controllers or control team leaders for emergency management exercises. Participants are challenged to examine exercise concepts and objectives, develop exercise control plans, and perform an examination of the tasks necessary to perform effective exercise control and simulation for tabletop, functional, and full-scale exercises.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility of functioning as chief exercise controller or exercise control team leader in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as chief exercise controller or control team leader/member. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design Course*.

G137 Exercise Program Manager/Management

This 2½-day course provides knowledge, skills, and job aids to assist local, State, and Federal personnel in implementing their roles and responsibilities as exercise program managers. Work products developed during the course will be useful for the participant to develop or upgrade his or her comprehensive exercise program.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility to initiate and/or maintain their respective organization's/jurisdiction's overall exercise program.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to initiate and/or upgrade the overall comprehensive exercise program. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises*, G120, *Exercise Design* course, and G130, *Exercise Evaluation* course.

G138 Exercise Practicum for the Master Exercise Practitioner

This activity consists of a series of self-directed and negotiated proficiency demonstrations of the knowledge, skills, and abilities acquired through the completion of courses in the Comprehensive Exercise Curriculum (CEC). The proficiency demonstrations are structured in three major areas of concentration: exercise design and control, exercise evaluation, and exercise management/program management. Practicum sponsors will monitor the completion of 11 major proficiency demonstrations. In this manner, capabilities gained in classroom instruction can be applied to actual emergency management exercises as conducted by local, State, and Federal agencies.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibilities related to the design, development, performance, and evaluation of emergency management exercises. Applicants must declare their intention of completing the CEC offerings and earn the Master Exercise Practitioner title.

Prerequisites: The participant must have completed IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design*, and must be accepted by the Practicum sponsor as a Master Exercise Practitioner candidate.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.8 Exercise Controller/Simulator

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise controllers and/or simulators. Participants, given a job aid, will identify tasks, define roles and responsibilities, demonstrate proper use of the master scenario event list, and solve potential/actual exercise problems and issues related to exercise controller/simulator roles.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have responsibility to function as exercise controller/simulator in his/her respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility of functioning as a control/simulation team leader or member.

**G250.9 Exercise Evaluator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise evaluators. Participants, given a job aid, will define roles and responsibilities, review evaluation plans and individual assignments, demonstrate proper use of evaluation plans and individual points of review, data collection techniques, and solve evaluation-related problems and issues.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who are responsible for functioning as exercise evaluators in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as an evaluation team leader or member.

INDEPENDENT STUDY COURSES

Independent Study

The Federal Emergency Management Agency's Independent Study Program is delivered through the Emergency Management Institute (EMI) and consists of self-paced courses. Each course is supported with specialized sets of course materials. These materials include practice exercises, unit reviews, glossaries, subject matter appendices, and a final examination. The average course completion time is 10–12 hours. Those who score 75 percent or better on the final examination are issued a certificate of completion.

Enrollment Options (There are no enrollment fees or charges.)

All **individual enrollment** requests must include:

- Course selected by course title and course number.
- Student's name (this name will be the one that will be maintained in the student file and will be printed on all completion records and certificates).
- Student mailing address.
- Student's social security number.

Group Enrollments may be coordinated for groups of five or more participants. **Each group enrollment** must include all of the above for each student on the group roster with the name and contact information for the group enrollment coordinator.

- **Fax** to (301) 447-1201
- **Internet** at <http://www.fema.gov/emi/ishome.htm> (Group enrollments cannot be submitted over the Internet yet.)
- Or **send by United States Postal Service** to:

FEMA Independent Study Program
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

College credit may be obtained for each successfully completed course. For information regarding applications for academic credit and fees, contact the Independent Study office.

Continuing education units (CEU's) may be granted if an individual is not seeking college credit. An individual may seek one or the other, not both.

Military retirement and retention points. Army, Air Force, and Coast Guard reserve personnel not on extended duty may earn points upon successful completion of each course. The number of points awarded is determined by the student's unit or branch of service.

To contact the FEMA Independent Study office:

- **Fax** to (301) 447-1201
- **E-mail** at Independent.Study@fema.gov
- Or **send by United States Postal Service** to:

FEMA Independent Study Program
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

IS-1 Emergency Program Manager: An Orientation to the Position

This independent study course provides an introduction to Comprehensive Emergency Management (CEM) and the Integrated Emergency Management System (IEMS). Included is an in-depth look at the four phases of comprehensive emergency management: mitigation, preparedness, response, and recovery. The text is accompanied by illustrations, diagrams, and figures. In most units, there are worksheets, exercises, and tasks to complete.

CEU's: 1.0



IS-2 Emergency Preparedness, USA

This independent study course contains information about natural and technological hazards. Participants are led through the development of personal emergency preparedness plans and are encouraged to become involved in the local emergency preparedness network. The text is accompanied by illustrations, maps, charts, and diagrams.

CEU's: 1.0

IS-3 Radiological Emergency Management

This independent study course contains information on a variety of radiological topics, including:

- Fundamental principles of radiation
- Nuclear threat and protective measures
- Nuclear power plants
- Radiological transportation accidents
- Other radiological hazards

Prerequisite for *Fundamentals Course for Radiological Monitors* (G320.1).

CEU's: 1.0



IS-5 Hazardous Materials: A Citizen's Orientation

This independent study course provides a general introduction to hazardous materials that can serve as a foundation for more specific research. The course has five units and has been designed with the objective of helping the individual

- recognize the dangers posed by hazardous materials;
- identify places where hazardous materials are likely to be encountered;
- understand when a hazard may exist;
- contact the appropriate persons or agencies to give or receive specific hazardous materials information, and;
- identify procedures to minimize personal and community exposure to hazardous materials.

CEU's: 1.0

IS-7 A Citizen's Guide to Disaster Assistance

This independent study course provides a basic understanding of the roles and responsibilities of the local community, State, and the Federal government in providing disaster assistance. It is appropriate for both the general public and those involved in emergency management who need a general introduction to disaster assistance.

CEU's: 1.0

**IS-8 Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699**

This course provides the student with the background necessary to understand the effects of Executive Order (EO) 12699, signed by President Bush in 1990. In the wake of the Loma Prieta earthquake of October 1989, this EO requires all Federally owned, leased, or financed new buildings to comply with strict earthquake building design set forth in the National Earthquake Hazard Reduction Plan (NEHRP) Recommended Building Provisions. The NEHRP has provided a base for all national building codes for seismic design.

The course is a non-technical discussion of earthquakes, building design, and the requirements of the EO. It is for local officials including mayors, city managers and commissioners, local council persons, building inspectors, zoning officials, building designers, and others concerned with this topic.

CEU's: 1.0

IS-9 Managing Floodplain Development Through the National Flood Insurance Program (NFIP)

This independent study course is designed to provide technical, in-depth information to community officials who have responsibility for administering floodplain development. The course provides a comprehensive initiation into floods and floodplain concerns, particularly the NFIP, including studies and mapping, regulatory measures, ordinance administration, substantial improvement and damage, flood insurance, and disaster operations and hazard mitigation.

This course will take approximately 30–40 hours to complete. Course materials include a student manual, videotape, engineer scale, and flood maps of various types.

CEU's: 4.0

**IS-10 Animals in Disaster: Module A, "Awareness and Preparedness"**

Module A of this two-part course is designed to increase the awareness and preparedness of animal owners and care providers. It includes sections on typical hazards, how these can affect animals, and what can be done by responsible animal owners to reduce the impact of disasters on their animals as well as upon themselves.

CEU's: 1.0

**IS-11 Animals in Disaster: Module B, "Community Planning"**

Module B, the second part of the *Animals in Disaster* course, is intended to guide emergency management officials, animal owners, care providers, and animal industries in preparing disaster plans. The goal of this module is to provide information sufficient to enable the animal care community and emergency management officials to meet and develop meaningful and effective plans that improve the care of animals, their owners, and the animal care industry in times of disaster.

CEU's: 1.0

IS-12 Property Acquisition for Local Communities

Property acquisition is a way to reduce repetitive losses, primarily those resulting from floods. Properties that are repeatedly damaged from floods may be eligible for purchase, relocation, or elevation through a State-managed grant program to local communities. Once property is acquired and structures removed, it is then maintained as open space, such as a park, which will suffer little damage in future flooding. This course familiarizes the State and local officials with the property acquisition process under FEMA's Hazard Mitigation Grant Program. Using the guidance manual for the acquisition program, this course takes the student through the steps required to successfully apply for and implement a program in his/her own community.

Sample forms and job aids are provided to assist students in preparing applications, reports, and other requirements to participate and manage the program.

Selection Criteria: This course is for State and local officials who will manage or administer property acquisition programs in their own jurisdictions.

CEU's: 1.0

**IS-15 Special Event Contingency Planning for Public Safety Agencies**

Almost every community is host at one time or another to a special event, whether it is a fair, parade, sporting event, or another type of mass gathering. This CD-ROM-based course is intended for representatives of the public safety team involved in development of the event contingency plan. The course has numerous activities based on a series of planning aids contained on the CD-ROM. These planning aids include contingency plan considerations for law enforcement, fire, emergency medical, public health, public works, and emergency management.

IS-120 An Orientation to Community Disaster Exercises

This independent study course includes a ½"-VHS video cassette and a student manual and provides an orientation to the types of exercises used to test and evaluate a community's emergency plan. The content illustrates the eight basic steps in exercise design and emphasizes the use of a design team to ensure the success of a community's exercise program.

Completion of this course is a prerequisite to participation in the State-delivered G120, *Exercise Design* course.

CEU's: 1.0

**IS-195 Basic Incident Command System**

This independent study course is designed to provide a general introduction to the Incident Command System (ICS) for individuals who have emergency response duties. It is designed as a multi-discipline course with various incident scenarios and activities. Units of study include: *Introduction to the Incident Command System (ICS)*, *The ICS Orientation*, *Incident Facilities*, *Incident Resource Management*, and *Incident Command System Assignments*.

This course also may be delivered in the classroom (12 hours). FEMA has developed an instructor guide. Groups interested in enrolling should contact their State emergency management training officer for information.

The content of this course is generally equivalent to National Interagency Incident Management System (NIIMS) training modules 1–6 (I-100/200).

CEU's: 1.0

IS-208 State Disaster Management

The course contains information on the pre-declaration to recovery and mitigation actions required by States in order to facilitate the disaster assistance process.

This course provides the user with the knowledge necessary to better understand the interrelationship of State and Federal disaster assistance programs and their representatives who administer and manage these programs.

Information is presented in a programmed instruction format so that individuals can “test” out of units, proceed to the final and work at their own pace.

CEU's: 1.0

**IS-275 The Emergency Operations Center's (EOC's) Role in Community Preparedness, Response, and Recovery Operations**

This course is a prerequisite for *Emergency Operations Center (EOC) Management and Operations* (G275). The goal of this independent study course is to provide the reader with the understanding of the vital role an EOC plays in the overall community's preparedness, response, and recovery activities.

The course includes a workbook and videotape, *The Role of the EOC*, which the reader may keep for future reference.

CEU's: 1.0

IS-279 Retrofitting Flood-Prone Residential Buildings

EMI recommends that participants take this independent study prior to attendance at EMI's more technical resident course of the same title (E279). The course provides users with an overview of retrofitting, the National Flood Insurance Program (NFIP), and minimum requirements of floodplain management as it relates to retrofitting methods and parameters that influence retrofitting decisions.

This course format is programmed instruction which allows you to work at your own pace.

CEU's: 1.0

**IS-288 Role of Voluntary Agencies in Emergency Management**

This independent study course is intended to educate the reader about the vital role that voluntary agencies play as key partners in providing disaster relief services throughout the entire emergency management cycle (i.e., mitigation, preparedness, response, and recovery).

CEU's: 1.0

**IS-301 Radiological Emergency Response**

This course is a prerequisite to the resident course, *Radiological Emergency Response Operations (RERO)* (S301). The goal of this independent study course is to provide a learning experience in which participants demonstrate a comprehensive understanding of radiological protection and response principles, guidelines, and regulations that will prepare them for the operations course (RERO).

CEU's: 1.0

IS-324 Community Hurricane Preparedness

This computer-based course is designed to provide basic information about how hurricanes form, the hazards they pose, how the National Weather Service forecasts hurricanes, and what tools and guiding principles can aid decision makers.

The IS-324 CD-ROM is available only to members of the emergency management community and officials with decisionmaking responsibility at the local, State, and Federal levels who work with hurricane-prone communities.

The course is available to anyone on the Web. Go to www.fema.gov/emi/15324.htm

Technical Requirements: Windows 95, 98, or NT 4.0; Intel Pentium Processor, 133 MHz or faster (recommended); Windows-compatible sound card; 4x or greater CD-ROM drive; 16 MB RAM; and Web browser software: Netscape Communicator (4.x recommended) or Microsoft Internet Explorer (4.x recommended).

CEU's: 1.0

**IS-330 Refresher Course for Radiological Response**

This individualized instruction is available on videotape and workbook for the individual to review monitoring techniques, protective actions, and radiation information for all types of radiation emergencies. **Access to a ½"-VHS video player and television is required.** The videotape may be kept for future refresher training. CD-ROM format is available with the following hardware requirements:

1. Minimum of an IBM-compatible Pentium 90
2. 16-bit sound card and speakers
3. 800 x 600 screen resolution
4. 16-bit color minimum
5. Windows 3.1 or 95/98

Prerequisite: Successful completion of *Fundamentals Course for Radiological Monitors* and/or *Fundamentals Course for Radiological Response Teams*. Participants should submit a copy of their certificates along with the enrollment application.

CEU's: 1.0

IS-346 Orientation to Hazardous Materials for Medical Personnel

This self-study guide is designed to prepare medical and hospital personnel to analyze hazardous materials situations, take the necessary steps to assure medical provider safety, and identify appropriate resources for decontamination and medical care. This course serves as the prerequisite for the field (non-resident) course, *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)* (G346).

CEU's: 1.0

**IS-362 Multi-Hazard Program for Schools**

EMI recommends that participants take this independent study course prior to attending EMI's resident course of the same title (E362). The goal of the IS course is to help the reader recognize that schools need to plan and be prepared for all types of disasters. As a result, emergency planning is not a one-time process but is continual, using lessons learned from drills and real emergencies and other guidance to strive for constant improvement of the plan.

IS-393 Introduction to Mitigation

This independent study course provides an overview of the basic mitigation knowledge that is needed to initiate interested parties into the field of mitigation and hazards threatening the community. It includes information about community mitigation strategies, responsibilities, and resources, and about building a program.

Completion of this course is a prerequisite for participation in the *Mitigation for Emergency Managers* course (G393).

CEU's: 1.0

**IS-394 Mitigation for Homeowners**

This independent study course is designed for homeowners and small businesses to introduce them to mitigation and assist them in identifying the natural hazards which affect their community and to which they are most vulnerable, what potential risks could affect their home during disasters, and in determining which mitigation actions they should undertake to reduce the risk of potential damage to their family, home, and property from disaster.

It provides the homeowner with non-technical mitigation techniques for the home, both pre-disaster (preventive) and post-disaster (corrective) that will reduce disaster costs and the impacts of natural hazards.

CEU's: 1.0

IS-513 The Professional in Emergency Management

This course is for any professional in emergency management or anyone who is looking for a career in the profession. It is designed to give a broader professional outlook for versatile emergency managers. These professionals will be able to coordinate outside the home jurisdiction and apply skills to hazards and circumstances in any part of the country.

There are two parts to this book. One part is an orientation to the national assets coordinated by FEMA and the Federal role in disaster management. The other part is devoted to increasing knowledge of a wider range of hazards. We have joined these two different topics in one book because they represent the broader field of emergency management.

CEU's: 1.0

**IS-600 Special Considerations for FEMA Public Assistance Projects**

Special considerations are issues, other than eligibility, that affect the scope of work and funding for FEMA Public Assistance projects. These issues include insurance, hazard mitigation, environmental considerations, and historical considerations. Noncompliance with these issues can result in applicant loss of funding, delays in project approval, legal action, and negative publicity. Timely identification and resolution of special considerations issues can prevent these consequences. This new independent study course provides a baseline for identifying special considerations issues, guidelines for applicant documentation, and steps for timely resolution.

The target audience for this course includes Federal, State, and local disaster workers with assignments in FEMA's Public Assistance Program.

Two videotapes accompany the workbook. This course also may be a prerequisite for some EMI resident or field courses.

CEU's: 1.0

MISCELLANEOUS

Learning Resource Center

The Learning Resource Center (LRC) is the campus library for participants attending the Emergency Management Institute, the National Fire Academy, and other training and education programs sponsored by the Federal Emergency Management Agency. With a collection of over 70,000 books, reports, magazines, and audiovisual materials, the LRC facilitates and supports student and faculty research and curriculum development and design.

Reference Service

Visit, write, or call the LRC for information. The LRC routinely supplies answers to simple requests—such as an organization's telephone number and address; a publication's source and price, etc. In response to more complex subject inquiries, the LRC staff will do literature searches, compile bibliographies and, depending on copyright restrictions, provide documentation in the form of reports and articles.

Loan

Only FEMA personnel and NETC faculty and participants may borrow materials from the LRC. However, via inter-library loan through local libraries, the general public can access the LRC's collection of books and research reports. Audiovisuals, magazines, and general reference materials are non-circulating.

Hours

The LRC's schedule of hours changes on days surrounding major holidays and on the weekends. Call ahead when visiting the LRC at these times. Regular hours (EST) are as follows:

Monday–Thursday	8:30 a.m.–9:00 p.m.
Friday	8:30 a.m.–5:00 p.m.
Saturday/Sunday	Closed

Addresses and Phone Numbers

National Emergency Training Center
Learning Resource Center
16825 South Seton Avenue
Emmitsburg, Maryland 21727

1-800-638-1821
(301) 447-1030
(301) 447-3217 (fax)

Internet Access

netclrc@fema.gov (e-mail)

www.lrc.fema.gov (online
card catalog)

United States Fire Administration

The United States Fire Administration (USFA) is located on the Emmitsburg campus. USFA is the Federal fire focus in fire safety and prevention and supports the efforts of local communities to reduce the number of fires and fire-related deaths, injuries, and property loss. The mission of the USFA is to reduce loss of life and property due to fire and related emergencies through leadership, advocacy, coordination, and support. USFA serves the Nation independently, in coordination with Federal agencies, and in partnerships with fire protection and the emergency service community. With a commitment to excellence, the USFA provides public education, training, research and technology, and data initiatives.

Public fire safety messages are developed through partnerships and special initiatives. USFA involves the fire service, the media, other Federal agencies, and safety interest groups in the development and delivery of fire safety awareness and education programs. These programs are targeted at those groups most vulnerable to hazards of fire, including the young, the elderly, and disabled. USFA assists State and local governmental efforts to prevent and control fire-related incidents and arson and enhance the capability of the fire service to respond to all types of emergencies. USFA's National Fire Academy is responsible for the development and delivery of training programs for advancing the professionalism of the fire service and allied personnel. Research and special studies conducted on fire detection, suppression, and notification systems as well as issues related to improving the built environment's ability to survive fire. Additionally, special studies address firefighter and emergency responder health and safety. Results of the research and technology initiatives are provided to the fire protection community, national standards-making organizations, and others in the fire and life safety arena. The National Fire Data Center (NFDC) administers a national system for collecting, analyzing, and disseminating information on fire and other emergency incidents to assist States and fire community in reducing fire losses. The primary source of data for the NFDC is from the National Fire Incident Reporting System (NFIRS). The NFDC provides a national analysis of the fire problem, identifying problem areas for which prevention and mitigation strategies are needed.

National Fire Academy

Through its courses and programs, USFA's National Fire Academy (NFA) works to enhance the ability of the fire service and allied professionals to deal more effectively with fire and related emergencies.

The Academy's delivery system is diverse. Courses are delivered on campus at the resident facility in Emmitsburg, Maryland, and throughout the Nation in cooperation with State and local fire training officials and local colleges and universities.

On the Emmitsburg campus, the Academy conducts specialized training courses and advanced management programs of national impact. On-campus resident programs are designed for middle- and top-level officers, fire service instructors, technical professionals, and representatives from allied professions. Anyone with substantial involvement in fire prevention and control, emergency medical services, or fire-related emergency management activities is eligible to apply for Academy courses. Due to space and budget limitations, NFA cannot accept all qualified applicants for courses at the Emmitsburg campus. Also, many volunteer and career fire service personnel do not have the time to attend on-campus programs. To reach these students, the Academy offers distance delivery training programs. NFA 2-day courses are available for direct delivery in States and local communities. Students can attend NFA resident courses within their geographical region through the Academy's off-campus, regional delivery program. Through a cooperative working relationship with State and local fire training systems and the four branches of the Armed Services, the Train-the-Trainer Program provides expanded opportunities for fire service personnel to participate in Academy courses at the State and local level.

For those interested in pursuing degrees, the Degrees at a Distance Program (DDP) extends NFA's academic outreach through a network of seven colleges and universities. Fire service personnel who cannot attend college because of work hours and locations are able to earn a degree in fire technology and management through independent study.

Further information on NFA is available on the Internet at:

<http://www.usfa.fema.gov/nfa>

NATIONAL FIRE ACADEMY

SCHEDULE OF COURSES

OCTOBER 1, 2000–SEPTEMBER 30, 2001

FIRST SEMESTER							SECOND SEMESTER						
Executive Development Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001	
R123 Executive Development	9-20			8-19 22-2		5-16 19-30		21-1	18-29		6-17	10-21	
R125 Executive Leadership	9-20				5-16	19-30	23-4		4-15	23-3		10-21	
R130 Strategic Management of Change		27-8		8-19	5-16 19-2	5-16			4-15	9-20	6-17	10-21	
R810 Leadership and Administration (VIP)*		12-17			18-23 25-2							23-28	
Management Science Curriculum							APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001	
R107 Fire Service Communications	23-3		11-22		5-16		23-4	21-1			20-31		
R331 Organizational Theory in Practice				8-19 22-2				7-18	4-15	9-20 23-3			
R332 Interpersonal Dynamics in Fire Service Organizations	9-20		11-22	22-2	5-16	19-30	23-4		18-29	9-20	6-17	10-21	
Emergency Medical Services Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001	
R150 Management of Emergency Medical Services	9-20			22-2				21-1		23-3	20-31		
R151 Advanced Leadership Issues in Emergency Medical Services	23-3				5-16	19-30		7-18			20-31		
R247 Advanced Life Support Response to Hazardous Materials Incidents	23-3			8-19				7-18			6-17		
R152 Emergency Medical Services: Special Operations		27-8				5-16	23-4			23-3		10-21	

* Students arrive Saturday evening, begin classes Sunday, graduate Friday afternoon, leave Saturday morning.

Additional dates: National Fallen Firefighters Memorial Service is October 7-8, 2000

R120 Executive Fire Officer Program Symposium is April 19-22, 2001

National TRADE Conference is November 5-8, 2000

	FIRST SEMESTER						SECOND SEMESTER					
	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
Incident Management Curriculum												
R306 Executive Analysis of Fire Service Operations in Emergency Management			11-22				2-3-4		18-29	9-20 2-3-3	20-31	
R304 Command & Control of Fire Department Operations at Multi-Alarm Incidents	9-20			22-2			2-13	7-18 21-1				10-21
R308 Command & Control of Fire Department Operations at Natural & Man-Made Disasters				8-19		19-30			4-15		6-17	
R314 Command & Control of Fire Department Operations at Target Hazards*		12-17	3-8		4-9 18-23	4-9 11-16	1-6 8-13					23-28
R801 Command & Control of Incident Operations (VIP)*		12-17			11-16 18-23 25-2	4-9						23-28
Planning & Information Management Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R333 Fire Service Financial Management				22-2			2-3-4 (2 sessions)		18-29	2-3-3	20-31	
R506 Executive Planning	2-3-3						2-13	21-1 (2 sessions)			6-17 (2 sessions)	
R409 National Fire Incident Reporting Systems Program Management						5-16			4-15			
R802 Fire Service Planning Concepts for the 21 st Century (VIP)*		12-17			25-2							23-28
Hazardous Materials Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R229 Hazardous Materials Operating Site Practices	2-3-3	27-8		8-19	5-16		2-13		4-15 18-29	9-20		
R243 Hazardous Materials Incident Management*				21-26 28-2		11-16					19-24	
R814 Hazardous Materials Incident Management* (VIP)		12-17			25-2							23-28

* Students arrive Saturday evening, begin classes Sunday, graduate Friday afternoon, leave Saturday morning.

Arson Curriculum	FIRST SEMESTER						SECOND SEMESTER					
	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R205 Fire/Arson Investigation	9-20 23-3		11-22	8-19	5-16		2-13 23-4	7-18	4-15 18-29	9-20 23-3	6-17 20-31	10-21
R811 Fire Cause Determination for Company Officers (VIP)*		12-17			18-23 25-2							23-28
R207 Management for Arson Prevention and Control		27-8		22-2		19-30		7-18	18-29			
Fire Prevention: Management Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R101 Code Management: A Systems Approach	23-3			8-19		5-16						
R225 Management of Fire Prevention Programs		27-8				19-30			4-15		20-31	
R309 Strategic Analysis of Community Risk Reduction	9-20		11-22					7-18		9-20		
Fire Prevention: Technical Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R220 Fire Inspection Principles	9-20	27-8	11-22			5-16	2-13 23-4		18-29			10-21
R222 Principles of Fire Protection: Structures and Systems	23-3				5-16	19-30			4-15		6-17 20-31	
R102 Plans Review for Inspectors				8-19 22-2				21-1		9-20 23-3		
Fire Prevention: Public Education Curriculum	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R116 Presenting Effective Public Education Programs**		13-17 27-1					2-6				27-31	
R352 Developing Fire & Life Safety Strategies			11-22					7-18				

* Students arrive Saturday evening, begin classes Sunday, graduate Friday afternoon, leave Saturday morning.

** Students arrive Sunday evening, begin classes Monday, graduate Friday afternoon, leave Saturday morning.

	FIRST SEMESTER						SECOND SEMESTER					
	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
Fire Prevention: Public Education Curriculum (Continued)												
R343 Community Education Leadership		27-8							18-29			
R316 Community Education Leadership (VIP)*					18-23 25-2							23-28
Training Programs Curriculum												
R114 Fire Service Course Design	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
R342 Training Program Management	9-20					19-30				9-20 23-3		
R815 Challenges for Local Training Officers (VIP)*	23-3		11-22					7-18 21-1				
Emergency Response to Terrorism Curriculum					18-23 25-2							23-28
R817 Emergency Response to Terrorism: Incident Management (VIP)*	OCT 2000	NOV 2000	DEC 2000	JAN 2001	FEB 2001	MAR 2001	APR 2001	MAY 2001	JUN 2001	JUL 2001	AUG 2001	SEP 2001
		12-17			18-23 25-2							23-28

* Students arrive Saturday evening, begin classes Sunday, graduate Friday afternoon, leave Saturday morning.

Training Division Faculty and Staff

ACTING SUPERINTENDENT

Stephen G. Sharro. Experience: Extensive experience in adult education and training with FEMA and with the Department of Defense. Assignments include Deputy and Acting Director of Education, U.S. Army Europe; Chief, Operations, U.S. Army Europe; Director of Education, 7th Army Training Command; and education leadership positions with HQ Department of the Army; Fort Ritchie, Maryland, U.S. Army Southeast Asia, and U.S. Army Engineer School. Education: B.S., Indiana University of Pennsylvania; M.S., University of Southern California; U.S. Army War College.

FACULTY AND STAFF

Karen J. Andrew. Secretary. Conference and Training Center Branch. Provides clerical and administrative support in branch. Experience: 7 years in the secretarial field; Education: Attended Abbie Business Institute, Executive Secretary Certificate.

Edwina J. Arnold. Emergency Management Specialist. Office of the Superintendent. Responsible for catalog, schedule, classroom contract. Employed by Federal government for 38 years.

Daphne S. Bageant. Secretary. Conference and Training Center Branch. Responsible for time and attendance; calendar of events; micro purchase of credit card items. Experience: Secretary at FEMA for 9 years; joined CTC in 1996. Education: Various computer classes at Lord Fairfax Community College.

Duane Baltz. Education Specialist. Employee Development Branch. Responsible for developing and applying performance improvement techniques that will enable employees to perform their jobs more effectively. Performance improvement technology experience: front-end analysis, strategic planning, computer-based training, curriculum review, training evaluation, budgeting and employee development fund distribution, individual development plan strategies, data management, and project management. Education: B.A., History and Government with teaching certificate, M.P.A., teaching certification for front-end analysis and job aid development.

Dynia Beaty. Employee Development Specialist. Employee Development Branch. Experience: More than 13 years of Federal government service. Employed by FEMA since 1991. Before coming to FEMA, employed by the Social Security Administration and the Environmental Protection Agency.

Mia S. Beckett. Employee Development Specialist. Employee Development Branch. Employed with FEMA since 1990. Eight years of experience in employee development and program coordination. Recipient of the Training Division's Training Excellence Award for the development and coordination of the Leadership Excellence Program (LEP), FEMA's first internal development program for managers and supervisors. Education: B.S., Sociology.

Joseph K. Bills. Training Specialist. Mitigation Branch. Responsible for course development and deliveries, recruitment of students and faculty, and support of courses in mitigation, dam safety, and animals in disaster. Previous experience includes disaster planning and response for state government and the U.S. Navy. Education: B.A., Political Science.

B. Wayne Blanchard. Higher Education Project Manager. Preparedness Branch. Manages FEMA's Emergency Management Higher Education Project. FEMA's Commissioner to the IAEM Certified Emergency Manager Commission. Disaster Experience: Hurricane Andrew, Mid-West Floods of 1993. Northridge Earthquake. Adjunct faculty Shenandoah University. Education: Ph.D., University of Virginia, 1980. B.A. Political Science, UNCC, 1974. Minor in Theology, Mount St. Mary's College, 1994-1995. Graduate work in Theology, Mount St. Mary's Seminary, 1996-1998.

Daniel L. Bondroff. Training Specialist. Mitigation Branch. Responsible for course management in the mitigation curriculum area. Previous experience: EMI faculty member since 1987; 10 years as a guidance counselor and program manager for the Army Continuing Education System. Education: B.A., Psychology; M.A., Psychology; additional graduate work in Education.

Stephen M. Borth. Training Specialist. Preparedness Branch. Responsible for Radiological Emergency Preparedness (REP) and Incident Command System (ICS) training programs. Experience: Technological Hazards Program Specialist, FEMA Region I, 1989-1991, Emergency Programs Specialist U.S. Department of Agriculture, 1991-1992, EMI Training Specialist since 1992. Education: B.S., Education; M.A., Political Science.

Elaine Boyd. Training Specialist. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Responsibilities include scheduling of CTC activities, conferences, and meetings. Classified Document Control Officer; update classified Comsec Documents. Education: various administrative and computer classes.

Bonnie L. Butler. Chief, Mitigation Branch. Responsible for planning and management of EMI curricula to support FEMA's Mitigation programs. Previous experience: instructor, developer and manager of curricula for government and secondary schools. Education: B.A., English; M.A., English Education, U.S. Army War College.

Richard W. Callis. Supervisory Training Specialist. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Responsible for management of the branch, which includes the Conference and Training Center operations at Mount Weather, as well as the Integrated Emergency Management Course program at EMI. Previous experience: managed a state emergency management training program for 12 years. Instructor for business management program for a private college. Education: B.S., Business Administration; M.S., Education.

Gary L. Chase. Education Specialist. Support Systems Branch. Responsible for course deliveries, course content and objectives, faculty recruitment and selection plus contract support for EMI's resident and field automated data processing systems. Graduate of EMI's Master Trainer program. Previous experience: classroom teacher, disaster assistance employee in all phases of Presidentially declared disasters; Regional Training Manager for FEMA Region V, Chicago. Education: B.S., Education, plus 60 hours beyond the Bachelor degree in education and related areas.

Ray Chevalier. Training Specialist. Conference and Training Center Branch. Responsibilities include lead course manager for the Integrated Emergency Management Course team; revise/develop course content, assist in contract faculty recruitment and selection. Previous experience in National Security, Technical Programs curriculum; served in U.S. Air Force Disaster Preparedness for 12 years. Education: B.A., Liberal Arts.

Jose D. Cortes. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Experience: Over 30 years with Federal government agencies, Navy, Army, FEMA. Employed by FEMA since 1979. U.S. Navy Vietnam Veteran. Education: B.G.S., Business; Electronics Technology, U.S. Navy; Applied Health Physics, Oak Ridge Associated Universities.

Susan M. Downin. Television Producer. Support Systems Branch. Responsible for managing the Emergency Education NETwork (EENET), program development, marketing, production, and budgeting. Previous experience: accounting, publishing, writing and development of training publications for private industry. Conference coordination and development for Federal government.

Lowell D. Ezersky. Training Specialist. Conference and Training Center Branch. Manages the comprehensive Exercise Curriculum and the Master Exercise Practitioner program; serves as course manager and as a chief exercise controller for various Integrated Emergency Management Courses. Eleven years with FEMA, 5 years with Nebraska Civil Defense Agency. B.A. History, M.A. Education, all Ph.D. work except dissertation, Community and Human Resources/Leadership Development for Specialized Programs in Adult Education.

Albert H. Fluman. Exercise Training Specialist. Conference and Training Center Branch. Experience: 18 years in the emergency management field developing, conducting, and evaluating disaster and special event exercises for Federal, State, and local governments, private industry, and airports. Participated in the development and revision of numerous courses at EMI including the Integrated Emergency Management Course series. Education: B.A., Political Science; M.P.A., Public Administration.

Shirley S. Gibson. Employee Development Branch. Experience: More than 35 years of Federal Government service. Employed by FEMA since 1990; before coming to FEMA, employed by the Department of Transportation for 2 years and the Department of Energy for 14 years as an emergency program specialist in the continuity of government area. Education: Attended Temple and Johnson Business Schools.

J. Thomas Gilboy. Training Specialist. Preparedness Branch. Responsible for managing the Professional Development Series, the Applied Practices Series, and various other courses including Integrated Financial Management Information System Training. Experience: 27 years Federal service with FEMA and predecessor agency in programs that cover all phases of emergency management; 5 years in training; Master Trainer Program graduate; Community Relations Field Officer; and Certified Emergency. B.A., M.A., all Ph.D. work but dissertation, English.

Linda Gordon. Training Specialist. Response and Recovery Branch since 1992. Experience: Region II Disaster Assistance Employee, Information Management System Chief; in 1995 transferred to Virginia National Processing Service Center - Project Monitor, Inspection Services Field Coordinator, Inspection Services Reviewer/Inspector, Applicant Assistance/Hotline Pilot participant, National Emergency Management Information System Human Services development and testing, instructor for National Emergency Management Information System Orientation for Virginia National Processing Service Center staff. Education: Associate's degree, Business Administration and Accounting.

Chuck Guthrie. Training Specialist. Conference and Training Center Branch. Experience: 15 years hazardous materials, fire and EMS, 15 years with U.S. Coast Guard as a Hazardous Materials Response Supervisor and Technician. Emergency Management experience with York County, Maine, Emergency Management Agency. Education: A.S., Fire Science and Paramedicine B.A., Liberal Arts.

H. Marie Harkenrider. Education Specialist. Response and Recovery Branch. Experience: Planner, Minnesota Governor's Manpower Office; State Training Officer, Minnesota Division of Emergency Services; faculty member at EMI since 1983. Education: B.A., Mathematics; Secondary Education Teaching Certificate.

Eileen Harrison. Program Analyst. Office of Superintendent. Responsible for financial and personnel management.

Chad D. Heupel. Broadcast Operations Manager. Support Systems Branch. Responsible for the engineering and operational readiness of the television facility and all its components at NETC. Served 5 years as Broadcast Officer for the North Dakota Army National Guard, and as the NETC TV Studio Manager since 1992. Education: B.S. in Broadcast Journalism and B.S. in Broadcast Production.

Dennis R. Hickethier. Education Specialist. Office of Superintendent. Responsible for coordinating the Master Trainer Program and Internet activities, developing course materials, faculty recruitment and selection, and serving as course manager for several courses. Previous experience: 8 years with the FEMA training division as an Education Specialist and 17 years with the Department of Army as an Education Specialist or Education Services Officer. Education: B.A., Psychology; M.S., Educational Psychology.

Thomas Hirt. Training Specialist. Mitigation Branch. Responsible for mitigation training, planning, development, delivery and evaluation including the following courses: *Managing Floodplain Development Through the NFIP*, Professional Development for NFIP Staff, Project Impact – *Building Disaster-Resistant Communities*, and others. Previous experience: Emergency Management Program Specialist with FEMA; responsible for all phases of training in Federal and State government positions and private industry. Education: B.S.: Psychology and English (double major); M.S., Child Development.

Eileen Hornbaker. Secretary (OA). Preparedness Branch. Responsible for the administrative duties in the branch. Previous experience includes working at the IRS, Letter Kenny Army Depot, Fort Ritchie/Site R. Employee since May 1998. Education: high school and computer courses.

Samuel P. Isenberger. Training Specialist. Preparedness Branch. Program Manager for the Community Emergency Response Team Program. Coordinate with the National Weather Service on development and distribution of weather-related training. Manage FEMA and NWS training for emergency managers at the National Hurricane Center. Coordinate delivery of training at the National Hurricane Conference. Education: B.A., Business Administration; M.S., College Counseling; M.Ed., Special Education.

Timothy D. Jones. Voluntary Agency Liaison. Preparedness Branch. Experience: 8 years with American Red Cross in disaster leadership positions including hurricanes, floods, tornadoes, fires; administratively responsible for the provisions of emergency assistance, mass care, health services, disaster mental health services, damage assessment and liaisons to voluntary agencies and government. Administered multi-State human resource system for trained disaster workers. Trainer involved in the development and implementation of basic training courses.

Patricia LaBrosse. Response and Recovery Branch. Experience: Department of Housing and Urban Development (DHUD) 1972-1979 as Personnel Specialist; 18 years Field Experience with Federal Disaster Assistance Administration/Federal Emergency Management Agency as Administrative Officer, Network Administrator, and Emergency Management Specialist. (CNE) 1993, EMI faculty member since 1997 with responsibility for coordination and training of NEMIS Infrastructure Support Module. Member, National ERT (red team), 1993-1997.

Arlene S. Lawson. Employee Development Specialist. Employee Development Branch. Responsible for developing, managing, and administering various training programs for Agency employees. Previous experience: developed and managed the Agency's mandatory Ethics, Cultural Diversity, and HIV-AIDS Awareness Programs, the FEMA Professional Program and other general training programs within the Agency. Education: Strayer College and various continuing adult education courses.

William D. Lewis. Preparedness Branch. Experience: Training Advisor, National Response Team Training Committee; Associate Superintendent of NFA; Senior Education Specialist at NFA; Private Industry Training Development; Advertising and Film Production. Education: B.A., M.A., Instructional Design, Doctoral Studies in Education.

Kathryn J. Loveland. Secretary. Response and Recovery Branch. Responsible for clerical and administrative duties for the branch. Previous work experience includes working as an office manager in private business for 5 years. Clerk, U.S. Army Medical Materiel Agency, Fort Detrick, Maryland; EMI staff member since 1991. Attended Montgomery College 1 year and currently attending Frederick Community College.

V. Denise Maddox. Program Support Assistant. Response and Recovery Branch. Responsible for automated administrative support. Prepare and edit correspondence. Create and maintain Excel spreadsheets (budget and tracking of NEMIS courses), PowerPoint slides presentations. Maintain NEMIS training web site. Prepare travel and make housing arrangements. Interact in special projects. Received FEMA Director's Award for contributing to the NEMIS training.

Thomas E. Marlowe. Training Specialist. Response and Recovery Branch. NEMIS Training Team Leader. Responsible for EEO training, management training. Specific courses: Mass Fatalities, Emergency Response to Criminal and Terrorist Incidents, Evacuation and Reentry Workshop. Experience: Faculty at EMI for 11 years; responded to several Federally declared disasters. Local Emergency Manager-Marion County, WV. Chief Marion County Rescue Squad. Firefighter-Rivesville, WV Volunteer Fire Department. Education: Fairmont, A.B. Education, West Virginia University, M.A., Instructional Communication.

Bruce Marshall. Branch Chief. Support Systems Branch. Responsible for video production and television broadcasts (EENET); FEMA's Independent Study program; NETC and MWEAC computer lab management; various distance learning courses and technologies; and guidance/support for the EMI Field Training Program. Previous experience: 14 years of field experience in disaster response and recovery programs; 19 years of training experience. Education: B.A., English, University of Maryland.

Philip P. McDonald. Training Specialist. Support Systems Branch. Responsibilities include managing the field training functions and Independent Study Program. Experience: EMI faculty member since 1983. Education: B.A., Political Science; M.P.A., Public Administration.

Kathy D. McKoy. Employee Development Branch. Experience: 9 years in the Federal government. Paralegal with Arnold & Porter for 7 years in Corporate and Securities Law. Over 10 years of disaster services experience as a Volunteer with American Red Cross in Prince George's County, Maryland. Member of the ERT-Blue Team (Donations); member of the Community Relations National Cadre. Education: Concord College and Howard Universities, Business Administration. Currently pursuing MPA–LaSalle University.

Sherill A. McQuain. Secretary. Mitigation Branch, Emergency Management Institute. Experience: Employed with FEMA since October 1993; 4 years with the Army Education Center, Baumholder, Germany; 4 years with Legal and Legislative Affairs at Blue Cross and Blue Shield of the National Capital Area, Washington, DC; 7 years with the Department of Housing and Urban Development, Washington, DC. Education: Certificate in Executive Secretarial Science.

Kimberly Moore. Employee Development Specialist. Employee Development Branch. Responsible for course delivery, course content/criteria, instructor recruitment, and participant selection for the Professional Excellence Program; FEMA participant selection for the Small Agency Council training program. Education: B.A., Psychology.

Maria Mendoza Moore. Training Specialist. Response and Recovery Branch. Responsible for *Public Assistance Officer, Debris Management, and Disaster Response and Recovery Operations*. Experience: Supervisory Instructional Systems Specialist for the curriculum development of technical course for the Naval Reserve. Has been a faculty member of the Defense Industrial Security Institute, the Defense Language Institute, and part-time instructor at the Harrisburg Area Community College. Education: B.A., Southwest Texas State University and has done graduate work at the University of Texas at San Antonio and Southwest Texas State University.

Phillip Moore. Training Specialist. Conference and Training Center Branch. Responsible for Integrated Emergency Management Course development, content, faculty recruitment and selection, and delivery, with the emphasis on Consequences of Terrorism issues. Previous experience: Course manager for DoD Senior Officials Nuclear Weapons Accident course and instructor for numerous emergency management courses offered by the military for local communities. Education: B.S., Biology; M.B.A., Business. U.S. Air Force veteran.

Robert Norville. Program Manager/Specialist, Chemical Stockpile. PT-CR-CS. Responsible for program oversight, evaluation, and management of Training Development for the Chemical Stockpile Emergency Preparedness Program. Experience: 10 years as program manager and functional area team leader in CSEPP. Education: B.S., Industrial Education; M.S., Human Resource Management.

Jennifer A. Ogle. Training Specialist. Response and Recovery Branch. Responsible for course deliveries, course development, and content for Response and Recovery Directorate's Human Services Division courses. Education: B.S., Psychology.

Tracy L. Orndorff. Secretary (OA). Office of Superintendent. Experience: 12 years clerical/secretarial field. Employed with FEMA since 1993.

John N. Peabody, Jr. Chief. Preparedness Branch. Experience: Assistant Director, Maryland Emergency Management Agency; Natural Disaster Program Manager, U.S. Army Corps of Engineers, Baltimore District; EMI faculty member since 1987. Education: B.A., Government, M.Ed., Education.

Janice Ridenour. Preparedness Branch. Responsible for development and support for hazmat training materials and for HMGP curriculum program activities, including the Guidelines for Public Sector Hazmat Training, course assessment for the catalog of assessed hazmat course, future issue workshops, and HMGP technical assistance services. Experience: NEMIS training material development and support.

Garry Sale. Operations Specialist. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Responsibilities: Serve as instructor, briefer for CTC activities. Coordinate and manage classroom set up. Responsible for CTC maintenance management and repairs. Act for and support Branch Chief in operations and management of miscellaneous CTC activities. Experience: 36 years with Federal government, to include FEMA, FPA, GSA, and Army Corps of Engineers. Education: B.S., Forestry and Wildlife; M.B.A., Management.

Glenna Shifflett. Operations Specialist. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Responsibilities include scheduling conferences and training at the Conference and Training Center, Mt. Weather; finalizing conference preparations and logistics; preparing financial statements for other agencies conferences. Experience: scheduling activities at CTC since 1985. Education: 2 years of college.

Peter Smith. Chief. Response and Recovery Branch. Experience: environmental and capital improvements planning for regional planning commissions in Missouri; Flood Insurance Specialist, Federal Insurance Administration, FEMA Region VII; Program Manager for long-term curriculum planning, NETC; natural hazards Training Program Manager, EMI; Chief, Field Training and Coordination Division, EMI; Chief, Curriculum Planning and Evaluation Division, EMI. Education: B.S., Geography; M.S., City and Regional Planning.

Linda K. Straka. Education Specialist. Preparedness Branch. Responsible for needs analysis, course design, course development, course delivery, and course evaluation for traditional classroom and distance learning environments. Also responsible for the development and implementation of the Emergency Management Higher Education Project. Previous experience: instructor, developer, and manager of training and education curriculum for secondary and college systems. Education: B.A., Business; M.A., Business; Certification in Data Automation; graduate education in Counseling.

Susanne E. Thompson. Training Specialist. Response and Recovery Branch. Course Manager responsible for course design, creation of materials and Web sites and faculty selection for NEMIS Human Services resident and field courses. Previous experience: introduction of scanning in NPSC business process, NEMIS Imaging Pilot Program 1996-1997. Applicant Assistance Processing at the FEMA Virginia National Processing Service Center 1995-1997. Current part time legal practice with the West Virginia Legal Service Plan. Education: B.S., Political Science, Programming and Information Systems, 1988; J.D. University of Maryland, 1993.

Jennifer S. Tokar. Training Specialist. Response and Recovery Branch. Responsibilities: National Cadre Manager of the Disaster Field Training Organization. Course Manager of the Disaster Field Operations Management Course. Experience: Started with FEMA in 1991 in the management intern program. Worked for 3 years as a Special Assistant for the Assistant Associate Director of the Response and Recovery Directorate. Began working for EMI in 1994. Education: B.A., Psychology from George Mason University; graduate of the Women's Executive Leadership Program, 1999.

Victoria Turley. Training Specialist. Response and Recovery Branch. Responsible for the development and delivery of NEMIS financial management training, and creation of software job aids. Experience: developed and delivered hazardous materials training to private and public sector emergency responders (certified at the Incident Commander and Technician levels); developed and delivered management and supervision courses for EMI and NFA, including EMI's first microcomputer course. Created the production system for FEMA's Emergency Education Network (EENET). Education: B.A., Political Science; M.B.A.

Char L. Virgil. Training Specialist. Mitigation Branch. Responsible for course delivery, course content and criteria, faculty recruitment and selection, and development support for EMI mitigation courses. Experience: EMI administrative support, customer service facilitator, public affairs director/news anchor, and public school assistant teacher. Education: B.A., Mass Communications and graduate of EMI's Master Trainer Program.

Peter K. Vogel. Education Specialist. Support Systems Branch. Experience: worked in emergency training since 1978; member of the core staff that established EMI in 1980; currently course manager and producer for EENET. Recipient of the FEMA Director's Meritorious Service Award; taught at the college level at Mount St. Mary's College and at York College. Education: B.F.A., Art Education; M.Ed., Educational Communication.

Dianne L. Walbrecker. Training Specialist. Mitigation Branch. Responsible for coordination of training for the Mitigation module for NEMIS. Owned consulting business—Getting It Write—from 1985 to 1997. Designed, developed, and produced many courses for the National Fire Academy, United States Fire Administration, and Emergency Management Institute. Experience: taught many of the EMI Train-the-Trainer programs and all of the Master Trainer Program courses. Education: B.A., Psychology; graduate work in Conflict Resolution.

Mary Waller. Employee Development Branch. Experience: 20 years of Federal government service. Employed by FEMA since 1987. Before coming to FEMA, employed by the U.S. Department of Energy and the U.S. Department of Labor. Education: Attended George Washington University.

Dawn D. Warehime. Training Specialist. Mitigation Branch. Responsible for course management for EMI's school earthquake safety and educational program as well as FEMA's National Environmental Policy act and historic development of the Multi-Hazard Program for Schools. Experience: Employed by FEMA since 1979 both at EMI and NFA. Prior work experience includes the National Institutes of Health, Montgomery County Social Services, and private industry.

Jasper D. Widener, Jr. Operations Specialist. Conference and Training Center Branch, Mount Weather Emergency Assistance Center. Experience: USAF Crypto maintenance technician. Craftsman, Private Line Telegraph Systems, AT&T. Federal government service: 23 years as Cryptographic Systems Tech with Department of Navy and FEMA. Attack Warning Officer, NORAD and FEMA Region III at Olney, Maryland.

Deborah L. Wiles. Secretary. Support Systems Branch. Assistant to NETC Television Studio Manager for video editing and production. Experience: 24 years in Federal service. Employed by FEMA since 1983. Education: Associate/degree work in Video Production and Communications.

Laurie A. Wivell. Secretary. Office of the Superintendent/Director. Responsibilities: Provide support to Superintendent's Office as well as other division staff. Experience: 15 years secretarial experience in various Federal agencies (8 years within FEMA at branch or division level). Education: A.A., Secretarial Science.

Bernice W. Zaidel. Training Specialist. Response and Recovery Branch. Responsible for all aspects of instructional systems design for training activities. Also back up support for DFTO program. Experience: designer, developer, instructor, evaluator, and manager for EM training programs at Federal, State, and local level for over 20 years. Education: B.A., M.S., and working on Ed.D; in Adult and Organizational Development.

REGIONAL AND STATE INFORMATION

Federal Emergency Management Agency

Regional Boundaries

The map displays the ten Federal Emergency Management Agency (FEMA) regions, each identified by a large Roman numeral. The regions are defined by thick black outlines. The states within each region are labeled with their two-letter abbreviations. Major cities are marked with black dots and labeled. The map also includes Alaska, Hawaii, Puerto Rico, and the Virgin Islands.

Region I: ME, NH, MA, CT, RI, Boston

Region II: NY, NJ, PA, New York

Region III: DE, MD, VA, Washington

Region IV: NC, SC, TN, KY, OH, MI, WI, MN, IL, IN, IA, MO, MS, AL, GA, FL, Atlanta

Region V: WV, PA, New York

Region VI: NM, OK, TX, AR, LA, Denton

Region VII: KS, MO, Kansas City

Region VIII: MT, ND, SD, WY, UT, CO, Denver

Region IX: CA, NV, AZ, San Francisco

Region X: WA, OR, ID, Seattle

Other Territories: ALASKA, HAWAII, PUERTO RICO, VIRGIN ISLANDS

FEMA Regional Offices

There are 10 FEMA regional offices. Each office is headed by a regional director who reports to the FEMA Director and is responsible for FEMA programs in the region.

Address

States Served

Region I

Regional Director's Office
442 J.W. McCormack Post Office and
Courthouse Building (P.O.C.H.)
Boston, MA 02109-4595
(617) 223-9540
(617) 223-9550 (Training Office)
FSN: (617) 551-9550
Fax: (617) 223-9638 or 223-9519
E-mail: richard.quinlan@fema.gov

Connecticut, Maine,
Massachusetts,
New Hampshire, Rhode Island,
Vermont

Region II

26 Federal Plaza, Room 1338
New York, NY 10278-0002
(212) 225-7200
(212) 225-7018 (Training Office)
Fax: (212) 225-7733
E-mail: robert.jones@fema.gov

New Jersey, New York,
Puerto Rico, Virgin Islands

Region III

One Independence Mall Building
615 Chestnut Street, 6th Floor
Philadelphia, PA 19106
(215) 931-5500
(215) 931-5564 (Training Office)
FSN: (215) 553-5564
Fax: (215) 931-5539
E-mail: angela.hough@fema.gov

Delaware, District of Columbia,
Maryland, Pennsylvania,
Virginia, West Virginia

Region IV

3003 Chamblee Tucker Road
Atlanta, GA 30341
(770) 220-5200
(770) 220-5218 (Training Office)
FSN: (770) 554-5218
Fax: (770) 220-5433
E-mail: gayle.alston@fema.gov

Alabama, Florida, Georgia,
Kentucky, Mississippi, North
Carolina, South Carolina,
Tennessee

Region V

536 South Clark Street
Chicago, IL 60605
(312) 408-5500
(312) 408-5377 (Training Office)
FSN: (312) 555-5377
Fax: (312) 408-5222
E-mail: sharon.wolf@fema.gov

Illinois, Indiana, Michigan, Minnesota, Ohio,
Wisconsin

Region VI

Federal Regional Center
800 North Loop 288
Denton, TX 76201-3698
(940) 898-5104
(940) 898-5331 (Training Office)
FSN: (940) 536-5157
Fax: (940) 898-5263
E-mail: nitja.mcgrane@fema.gov

Arkansas, Louisiana, New Mexico, Oklahoma,
Texas

Region VII

2323 Grand Boulevard, Suite 900
Kansas City, MO 64108-2670
(816) 283-7060
(816) 283-7033 (Training Office)
FSN: (816) 537-7033
Fax: (816) 283-7098
E-mail: kathy.strange@fema.gov

Iowa, Kansas, Missouri, Nebraska

Region VIII

Federal Regional Center
Building 710, Box 25267
Denver, CO 80225-0267
(303) 235-4812
(303) 235-4929 (Training Office)
FSN: 538-4929
Fax: (303) 235-4857
E-mail: floyd.shoemaker@fema.gov

Colorado, Montana, North Dakota, South Dakota,
Utah, Wyoming

Region IX

P.O. Box 29998
Building 105
Presidio of San Francisco
San Francisco, CA 94129-1250
(415) 923-7100
(415) 923-7106 (Training Office)
FSN: (415) 539-7106
Fax: (415) 923-7213 or 923-7214
E-mail: wayne.schmaling@fema.gov

Arizona, California, Hawaii, Nevada, Guam,
American Samoa, Commonwealth of the Northern
Mariana Islands

Region X

Federal Regional Center
130-228th Street, S.W.
Bothell, WA 98021-9796
(425) 487-4600
(425) 487-4603 (Training Office) or
(425) 487-4684
FSN: 390-4603
Fax: (425) 487-4777
E-mail: kathy.burke@fema.gov

Alaska, Idaho, Oregon, Washington,

Regional Training Staff

Region I

Richard J. Quinlan. B.A., English/Communications. Experience: 13 years of experience in the emergency management field. Served as Region I Hazardous Materials Program Coordinator from June 1987 to June of 1993. Office of the Regional Director, Special Detail; Special Olympics World Games Coordinating Officer 1995. State Liaison Officer/ Response for the State of Vermont. Worked in over 10 Presidentially-declared disasters. Exercise Response 1998, coordinator for all Region I staff and all six New England States. Created Region I in-service computer training lab to enhance the skills of Region I disaster staff. Largest peacetime exercise ever conducted by FEMA. Coordinator of the Disaster Field Training Organization (DFTO) in Region I.

Region II

Robert F. Jones. B.A., Political Science/Education. Experience: 25 years with FEMA, Defense Civil Preparedness Agency (DCPA) and the Federal Preparedness Agency (FPA). Chief of Staff for the Regional Disaster Field Training Organization (DFTO) in Region II. Worked in several Presidential Disasters. Point of Contact from 1997-1999 with the Department of Defense Domestic Preparedness Program, and with the Department of Justice/Federal Bureau of Investigation (DOJ/FBI) for activities dealing with the consequences of terrorism.

Region III

Angela M. Hough. B.S., Education; M.S., Education, Informational Technology. Experience: 9 years teaching secondary private schools. 18 years with FEMA which include its predecessor, the Office of Emergency Preparedness, Executive Office of the President and 10 years with FEMA Preparedness, Training, and Exercise Division.

Region IV

Gayle Alston. B.S. Education M.L.S. Library science experience: 4 years as public school librarian, 6 years as Library and Records Manager at the EPA Atlanta Regional Office where responsibilities included computer training; 8 years Health Education Specialist at Agency for Toxic Substances and Disease Registry with responsibilities in delivering adult education programs and overseeing cooperative agreements in environmental health education.

Region V

Sharon Wolf. B.S. Secondary Education and Social Studies, M.S. Educational Psychology. Experience: 10 years advising, counseling and teaching at Alverno College and the University of Wisconsin—Milwaukee School of Education. Seventeen years in the Response and Recovery Division of FEMA Region V, Human Services and Operations and Planning branches. Responsibilities included Individual Assistance and Operations/Planning program management and training of State staff, other Federal agency staff and disaster assistance employees. Regional Training Manager since 1997.

Region VI

Kory Gabrielsen. B.S., Fire Protection Management. Over 20 years of experience in emergency management and adult education. Designed, developed, and instructed training and exercise programs for use by the U.S. Environmental Protection Agency, U.S. Department of Energy, U.S. Coast Guard, Purdue University, The Commonwealth of Virginia, and the State of Tennessee. Responded to manmade and natural disasters from the local, State, and Federal levels. Certifications included: NETA Certified Environmental Trainer, DOE Exercise Evaluator and Controller, DOE Accident Investigator. Training Program Manager on various assignments for Federal, State, local, and volunteer organizations.

Region VII

Kathleen J. Strange. B.A., Social Work and Community Development. Experience: Volunteer in Service to America (VISTA); 10 years teaching in private, non-profit schools; 11 years Disaster Assistance Employee with FEMA Region VII; 5 years as Emergency Management Specialist for Individual Assistance Programs in FEMA Region VII. Eight years with FEMA Training and Education Program.

Region VIII

F. Floyd Shoemaker. B.S., M.A., Ph.D., Communication and Social Psychology. Experience: 25 years teaching and directing undergraduate and graduate programs at five universities in the United States and Africa. Adjunct Professor of Human Communication Studies, University of Denver; formerly principal investigator with the Denver Research Institute; the Solar Energy Research Institute and the Communication Research Center; 17 years with FEMA Training and Education program.

Region IX

Wayne E. Schmaling. B.S., History and Business:
Experience: 24 years operations, training, and
university-level instructional experience with the
Department of Defense. Regional coordinator for
Disaster Field Training Organization (DFTO) and
National Defense Executive Reserve (NDER)
Cadres. Eight years experience with FEMA.

Region X

Kathy J. Burke. B.A., Health and Physical
Education; M.A., Counseling Psychology; C.A.S.,
Education Counseling. Experience: Spent 10 years
with the USAF as a counselor in family support,
education, and career development; 9 years with
FEMA as RTM. Worked on new *Employee
Performance System*, Higher Education Project in
Business Continuity Management, the development
of Training Excellence in Emergency Management
(TEEM) award. Regional DFTO cadre manager and
3 years as regional EEO counselor and member of
the Equal Rights Advisory Committee.

State Training Offices

REGION I

Connecticut

Training Officer
Office of Emergency Management
360 Broad Street
Hartford, CT 06105-3706
(860) 566-5483
Fax: (860) 247-0664
E-mail: jkhan.ctoem@juno.com

Maine

Training Director
Emergency Management Agency
State House Station 72
Augusta, ME 04333-0072
(207) 287-4080
Fax: (207) 287-4079
E-mail: michael.f.grant@state.me.us

Massachusetts

Training Officer
Massachusetts Emergency Management Agency
400 Worcester Road
P.O. Box 1496
Framingham, MA 01701-1496
(508) 820-2000
Fax: (508) 820-2030
E-mail: joan.roche@state.ma.us

New Hampshire

Training Officer
New Hampshire Office of Emergency Management
State Office Park South
107 Pleasant Street
Concord, NH 03301-3809
(603) 271-2231
Fax: (603) 225-7341
E-mail: rnieder@nhoem.state.nh.us

Rhode Island

Training Officer
Rhode Island Emergency Management Agency
645 New London Avenue
Cranston, RI 02920-3003
(401) 946-9996
Fax: (401) 944-1891

Vermont

Training Officer
Vermont Emergency Management Division
Department of Public Safety
Waterbury State Complex
103 South Main Street
Waterbury, VT 05671-0001
(802) 244-8721
Fax: (802) 244-8655

REGION II***New Jersey***

Training Officer
New Jersey State Office of Emergency Management
P.O. Box 7068
West Trenton, NJ 08628-7068
(609) 538-6058
Fax: (609) 538-0345
e-mail: p030sorchike@guu.njsp.org

New York

Training Officer
New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, NY 12226-2251
(518) 457-9986
Fax: (518) 457-9963
e-mail: kevin.neary@semo.state.ny.us

Puerto Rico

Training Director
Puerto Rico State Emergency Management Agency
Box 9066597
San Juan, PR 00906-6597
(787) 723-7624
(787) 724-0124 (ext. 2215/2515)
Fax: (787) 725-4244
e-mail: mrolon@aemead.prstar.net

Virgin Islands

State Training Officer
Virgin Islands Territorial Emergency
Management Agency (VITEMA)
#102 Estate Hermon Hill
Christiansted, St. Croix, U.S. VI 00820
(340) 773-2244
Fax: (340) 778-8980
e-mail: ceknowles@yahoo.com

REGION III***Delaware***

Training Officer
Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, DE 19977-9628
(302) 659-3362
Fax: (302) 659-6855

District of Columbia

Training Officer
D.C. Office of Emergency Preparedness
2000 14th Street, N.W., 8th Floor
Washington, DC 20009
(202) 673-2101 (ext. 3145)
Fax: (202) 673-7054
e-mail: cmoss-oep@dcgov.org

Maryland

Training Manager
Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, MD 21136-4541
(410) 517-3600
Fax: (410) 517-3610
e-mail: vlane@mema.state.md.us

Pennsylvania

Director of Training
Bureau of Operations and Training
Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg, PA 17110-9364
(717) 651-2141
Fax: (717) 651-2241
e-mail: pweeks@state.pa.us

Virginia

Training Officer
Department of Emergency Services
10501 Trade Court
Richmond, VA 23236-3993
(804) 897-5000 (ext. 6559)
Fax: (804) 897-6500 (ext. 6559)
e-mail: shoffman.des@state.va.us

West Virginia

Training Officer
West Virginia Office of Emergency Services
Building 1, Room EB-80
1900 Kanawha Boulevard, E.
Charleston, WV 25305-0360
(304) 558-5380
Fax: (304) 344-4538
e-mail: jcox1@wvoes.state.wv.us

REGION IV**Alabama**

Training Officer
Alabama Emergency Management Agency
5898 County Road 41
Box 2160
Clanton, AL 35046-2160
(205) 280-2285
Fax: (205) 280-2444
e-mail: training@aema.state.al.us

Florida

Training Officer
Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, FL 32399-2100
(850) 413-9877
Fax: (850) 488-6250
e-mail: joe.cawthon@dca.state.fl.us

Georgia

Training Director
Georgia Emergency Management Agency
GPSTC
1000 Indian Springs Drive
Forsyth, GA 31029
(912) 993-4621
Fax: (912) 993-4260
e-mail: gmoore@gema.state.ga.us

Kentucky

Training Officer
Disaster and Emergency Services
Boone Center
1111-C Louisville Road
Frankfort, KY 40601-6168
(502) 564-5004
Fax: (502) 564-5882
e-mail: pconley@kydes.dma.state.ky.us

Mississippi

Training Director
Mississippi Emergency Management Agency
P.O. Box 4501
Jackson, MS 39296-4501
(601) 960-9026
Fax: (601) 960-9983
e-mail: mrosamond@memaorg.com

North Carolina

Training Officer
Division of Emergency Management
4713 Mail Service Center
Raleigh, NC 27699-4713
(919) 733-3767
Fax: (919) 733-6327
e-mail: gjones@ncem.org

South Carolina

Manager Training and Exercises
Emergency Preparedness Division
1100 Fish Hatchery Road
West Columbia, SC 29172
(803) 737-8500
Fax: (803) 737-8570
e-mail: jberzins@strider.epd.state.sc.us

Tennessee

Training Officer
Training and Education
Tennessee Emergency Management Agency
3041 Sidco Drive
Emergency Operations Center
Nashville, TN 37204-1502
(615) 741-2924
Fax: (615) 741-4173
e-mail: dpryor@tnema.org

REGION V**Illinois**

Training Officer
Illinois Emergency Management Agency
110 East Adams Street
Springfield, IL 62701
(217) 782-7318
Fax: (217) 782-2589
e-mail: gfilcher@pop.state.il.us

Indiana

Director of Training
Indiana State Emergency Management Agency
302 West Washington Street, Room E208
Indianapolis, IN 46204-2760
(317) 232-3984
Fax: (317) 233-5006

Michigan

Training Director
Michigan State Police
Emergency Management Division
4000 Collins Road
P.O. Box 30636
Lansing, MI 48909-8136
(517) 333-5033
Fax: (517) 333-4987
e-mail: johnsonmarshall@state.mi.us

Minnesota

Training Officer
Division of Emergency Management
444 Cedar Street, Suite 223
St. Paul, MN 55101-6223
(651) 296-0472
Fax: (651) 296-0459
e-mail: suzanne.donnell@state.mn.us

Ohio

Training Officer
Emergency Management Agency
2855 West Dublin-Granville Road
Columbus, OH 43235-2206
(614) 889-7168
Fax: (614) 889-7183

Wisconsin

Training Coordinator
Wisconsin Division of Emergency Government
2400 Wright Street
P.O. Box 7865
Madison, WI 53707-7865
(608) 242-3213
Fax: (608) 242-3248
e-mail: haberj@dma.state.wi.us

REGION VI**Arkansas**

Training Officer
Arkansas Department of Emergency Management
P.O. Box 758
Conway, AR 72033
(501) 730-9750
Fax: (501) 730-9754
e-mail: ray.briggler@adam.state.ar.us

Louisiana

Training Officer
Military Department
Office of Emergency Preparedness
P.O. Box 44217
Baton Rouge, LA 70804-4217
(504) 342-1588
Fax: (504) 342-5471
e-mail: dconrad@loep.state.la.us

New Mexico

State Training Coordinator
New Mexico Department of Public Safety
Preparedness, Mitigation and Training Branch
P.O. Box 1628
Santa Fe, NM 87504-1628
(505) 476-9630
Fax: (505) 471-5922
e-mail: eferraro@dps.state.nm.us

Oklahoma

Training Officer
Oklahoma Department of Civil Emergency
Management
Sequoyah-Will Rogers Building Tunnel
P.O. Box 53365
Oklahoma City, OK 73152
(405) 521-2481
Fax: (405) 521-4053
e-mail: david.underwood@oem.state.ok.us

Texas

Training Officer
Division of Emergency Management
Texas Department of Public Safety
P.O. Box 4087
Austin, TX 78773-0225
(512) 424-2196
Fax: (512) 424-5647
e-mail: comet.russell@txdps.state.tx.us

REGION VII**Iowa**

Training Officer
Emergency Management Division
Hoover State Office Building
Level A
Des Moines, IA 50319
(515) 281-3231
Fax: (515) 281-7539
e-mail: connie.gilbert@emd.state.ia.us

Kansas

Training Officer
Adjutant General's Department
Division of Emergency Management
2800 Southwest Topeka Boulevard
Topeka, KS 66611-1287
(785) 274-1413
Fax: (785) 274-1426
e-mail: aallen@agtop.state.ks.us

Missouri

Training Officer
State Emergency Management Agency
P.O. Box 116
Jefferson City, MO 65102
(573) 526-9120
Fax: (573) 634-7966
e-mail: eevans@mail.state.mo.us

Nebraska

Training Manager
Nebraska Civil Defense Agency
1300 Military Road
Lincoln, NE 68508-1090
(402) 471-7412
Fax: (402) 471-7433
e-mail: rex.wamsley@nema.state.ne.us

REGION VIII**Colorado**

Training Director
Colorado Office of Emergency Management
15075 South Golden Road
Golden, CO 80401-3979
(303) 273-1782
Fax: (303) 273-1795
e-mail: stephanie.meetze@state.co.us

Montana

Training Officer
Montana Division of Disaster and Emergency
Services
P.O. Box 4789
1100 North Main Street
Helena, MT 59604-4789
(406) 841-3968
Fax: (406) 841-3965
e-mail: fnaeher@state.mt.us

North Dakota

Training Officer
North Dakota Division of Emergency Management
P.O. Box 5511
Fraire Barracks Road, Building 40
Bismarck, ND 58506-5511
(701) 328-8100
Fax: (701) 328-8181
e-mail: kjarolim@state.nd.us

South Dakota

Training Officer
South Dakota Division of Emergency
Management
500 East Capitol
Pierre, SD 57501-5070
(605) 773-3231
Fax: (605) 773-3580
e-mail: keith.featherstone@state.sd.us

Utah

Training and Exercise Section Manager
Utah Division of Comprehensive Emergency
Management/CSEPP
State Capital Office Building, Room 1110
Salt Lake City, UT 84114
(801) 538-3756
Fax: (801) 538-3770
e-mail: srundqui@dps.state.ut.us

Wyoming

Training Manager
Wyoming Emergency Management Agency
624 East Pershing Boulevard
Cheyenne, WY 82001
(307) 777-4920
Fax: (307) 638-7670
e-mail: ilminen@earthlink.net

REGION IX**Arizona**

Director, Education and Training
Division of Emergency Management
5636 East McDowell Road
Phoenix, AZ 85008
(602) 231-6218
Fax: (601) 231-6206
e-mail: masonl@dem.state.az.us

California

Governor's Office of Emergency Services
CSTI/Chief, Emergency Management Training
P.O. Box 8123
San Luis Obispo, CA 93403-8123
(805) 549-3530
Fax: (805) 543-0554
e-mail: robert_lewis@oes.ca.gov

Hawaii

Training Officer
Office of the Director of Civil Defense
Department of Defense
3949 Diamond Head Road
Honolulu, HI 96816-4495
(808) 733-4300
Fax: (808) 733-4287
e-mail: lahcook@scd.hi.us

Nevada

Department of Motor Vehicles and Public Safety
Division of Emergency Management
ATTN: Training Officer
2525 South Carson Street
Carson City, NV 89711
(702) 687-4240
Fax: (702) 687-6788
e-mail: ddb@quik.com

American Samoa

Territorial Emergency Management Coordinating
Office (TEMCO)
ATTN: TEMCO Manager
Office of the Governor of American Samoa
Pago Pago, American Samoa 96799
011-684-699-6415
Fax: 011-684-699-6414

Guam

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Index of Courses and Topic Areas

Index of Courses and Topic Areas Categorized by NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

The National Fire Protection Association (NFPA) 1600 standard establishes a common set of criteria for disaster management, emergency management, and business continuity programs. The purpose of the standard is to provide those with the responsibility for disaster and emergency management and business continuity programs the criteria to assess current programs or to develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies. NFPA 1600 was developed in cooperation with representative from the Federal Emergency Management Agency, the National Emergency Management Association, and the International Association of Emergency Mangers.

EMI supports NFPA 1600 by providing activities that include training and education in all the program elements in the standard. These same program elements are included in FEMA's Capability Assessment for Readiness (CAR) that is used by the states to assess their emergency management programs.

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E202	Debris Management					X	X		X					
E208	State Disaster Management								X					
E234	Digital Hazard Data		X	X		X								
E258	Individual & Family Grant (IFG) Program Administration	X			X	X			X					X
E273/ L273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
E276	Benefit-Cost Analysis: Entry-Level Training			X		X								X
E278	National Flood Insurance Program/Community Rating System (NFIP/CRS)	X	X	X		X			X					X
E279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X
E282	State Community Relations					X			X				X	
E288	State Donations Management	X			X	X	X		X	X			X	X
E290	Current Issues & Technologies in Emergency Management for State Public Information Officers (PIOs)					X			X				X	

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E304	Radiological Emergency Preparedness Exercise Evaluation					X						X		
E307	Basic Hazards in the U.S. (HAZUS)		X	X		X	X							X
E329	Multi-Hazard Building Design Summer Institute (MBDSI)—Flood		X	X										
E330	Multi-Hazard Building Design Summer Institute (MBDSI)—Earthquake		X	X										
E331	Multi-Hazard Building Design Summer Institute (MBDSI)—Wind		X	X										
E333	Multi-Hazard Building Design Summer Institute (MBDSI)—Fire		X	X										
E340	Radiological Emergency Preparedness (REP) Planning	X	X			X	X	X	X	X	X			
E341	Radiological Accident Assessment Concepts (RAAC)		X									X		
E354	Crisis Counseling Assistance and Training Workshop (Basic)	X				X			X		X		X	
E362	Multi-Hazard Program for Schools Train-the-Trainer		X	X	X	X	X	X	X	X	X	X	X	X
E376	New State Public Assistance Program Managers Workshop	X	X	X		X	X		X	X				X
E380	Project Impact: Building Consensus in Disaster-Resistant Communities	X	X	X							X			
E386	Residential Coastal Construction	X	X	X										
E388	Advanced Public Information Officers					X			X				X	
E417	Community Emergency Response Team TTT			X	X	X	X	X	X		X		X	X
E434	Earthquake Program for Schools TTT		X	X	X	X	X	X	X	X	X	X	X	X
E436	Earthquakes: A Teacher's Package for K-6 Train-the-Trainer		X	X	X	X	X	X	X	X	X	X	X	X
E439	Seismic Sleuths: A Teacher's Package on Earthquakes TTT		X	X	X	X	X	X	X	X	X	X	X	X

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E449	Incident Command Curricula TTT						X				X			
E601	Management and Supervision of Training										X			
E602	Performance and Needs Assessment										X			
E603	Instructional Design										X			
E604	Course Development										X			
E605	Instructional Delivery										X			
E607	Master Trainer Practicum										X			
E608	Alternate Delivery Methods										X			
E900	IEMC/All Hazards: Preparedness and Response						X					X		
E901	IEMC/All Hazards: Recovery and Mitigation			X			X					X		
E905	IEMC/Hurricane: Preparedness and Response						X					X		
E906	IEMC/Hurricane: Recovery and Mitigation			X			X					X		
E910	IEMC/Earthquake: Preparedness and Response						X					X		
E911	IEMC/Earthquake: Recovery and Mitigation			X			X					X		
E920	IEMC/Hazardous Materials: Preparedness and Response						X					X		
E925	IEMC/State Specific: Response and Recovery						X					X		
E930	IEMC/Community Specific/All Hazards: Response and Recovery						X					X		
E931	IEMC/Community Specific/Hurricane: Response and Recovery						X					X		
E932	IEMC/Community Specific/Earthquake: Response and Recovery						X					X		
S301	Radiological Emergency Response Operations (RERO)						X	X	X			X		

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S302	Advanced Radiation Incident Operations (ARIO)						X	X	X			X		
S425	Radiological Series TTT for Radiological Instructors											X		
S915	IEMC/Consequences of Terrorism						X					X		
G110	Emergency Management Operations Course (EMOC) for Local Governments					X	X		X			X		
G120	Exercise Design					X						X		
G130	Exercise Evaluation											X		
G135	Exercise Control/Simulation											X		
G137	Exercise Program Manager/Management											X		
G190	Incident Command System (ICS): Law Enforcement						X							
G191	Incident Command System/Emergency Operations Center (ICS/EOC) Interface						X							
G192	Incident Command System (ICS): Public Works						X							
G194	Incident Command System (ICS) for Public Official Conference						X							
G195	Intermediate Incident Command System (ICS)						X							
G196	Advanced Incident Command System (ICS)						X							
G200	Public Officials Conference	X		X		X	X	X	X	X			X	X
G202	Debris Management						X		X	X				
G203	Public Assistance Applicant's Workshop	X		X			X		X					X
G225	Seismic Retrofit Training for Building Contractors/Inspectors	X		X										
G226	Disaster-Resistant Jobs Training			X							X			
G230	Principles of Emergency Management	X	X	X		X	X	X	X	X				
G235	Emergency Planning	X	X			X	X	X	X	X				X

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G240	Leadership and Influence										X			
G241	Decisionmaking and Problem-Solving										X			
G242	Effective Communication										X			
G244	Developing Volunteer Resources				X									
G247	Decisionmaking in a Crisis						X				X			
G250.1	WEM: State and Local Continuity of Government (COG)	X							X					
G250.3	WEM: Disaster-Related Needs of Seniors and Persons with Disabilities	X				X								
G250.6	WEM: Amateur Radio Emergency Services (ARES)							X						
G250.7	WEM: Local Situation (RAPID) Assessment					X			X					
G250.8	WEM: Exercise Controller/Simulator										X	X		
G250.9	WEM: Exercise Evaluator										X	X		
G250.11	WEM: Continuity of Operations (COOP)	X							X					
G250.12	Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents					X	X		X					
G253	FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance	X												
G260	HMGP and FMA Grants Management			X										X
G261	Instructional Presentation Skills										X			
G270.1	WEM (Response and Recovery): Asking for Help						X							
G270.2	WEM (Response and Recovery): The Federal Response Plan						X							
G270.3	Expedient Flood Training										X			
G270.4	WEM (Response and Recovery): Recovery from Disaster: The Local Government Role				X		X		X					

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G270.5	Managing Through a Disaster for Supervisors						X				X			
G270.6	Working Through a Disaster for Front-Line Employees						X				X			
G271	Hazardous Weather and Flood Preparedness					X								
G272	Warning Coordination						X	X						
G275	Emergency Operations Center (EOC) Management and Operations				X		X		X					
G276	Resource Management				X		X							
G278	Benefit-Cost Analysis: Entry-Level Training			X		X								X
G279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X
G280	Public Policy in Emergency Management	X				X							X	
G285	Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training			X		X								X
G288	Donations Management Workshop	X			X	X	X		X	X			X	X
G290	Basic Public Information Officers					X			X				X	
G300	Hazardous Materials: An Introduction for Public Officials	X	X			X		X						
G301	Introduction to Hazardous Materials Preparedness	X	X			X		X						
G305.1	Hazardous Materials Risk Communication	X	X			X		X						
G305.2	Hazardous Materials Information Management	X	X			X		X						
G305.3	Risk Analysis	X	X			X		X						
G305.4	Exercising Emergency Plans Under Title III											X		
G305.5	Alert and Notification							X	X					
G305.6	Community Awareness and Right-to-Know	X											X	
G305.7	Overview of Incident Command System						X						X	

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G305.8	Hazardous Materials Workshop for EMS Providers						X						X	
G305.9	Hazardous Materials Workshop for Law Enforcement						X						X	
G305.10	Facility Coordinator's Role and the LEPC	X					X						X	
G305.11	Liability Issues in Emergency Management	X											X	
G305.14	Hazardous Materials Response Team: Should You Have One?					X	X		X	X				
G305.16	Hazardous Materials Workshop for Hospital Staff						X						X	
G310.1	Weapons of Mass Destruction: Nuclear Scenario					X	X		X					
G310.2	Weapons of Mass Destruction: Radiological Scenario					X	X		X					
G310.3	Weapons of Mass Destruction: Chemical Sarin Scenario					X	X		X					
G310.4	Weapons of Mass Destruction: Chemical Vx Scenario					X	X		X					
G310.5	Weapons of Mass Destruction: Biological Anthrax Scenario					X	X		X					
G311	Hazardous Materials Contingency Planning		X			X			X					
G317	Community Emergency Response Team Conference												X	
G320	Fundamentals Course for Radiological Response Teams					X								
G320.1	Fundamentals Course for Radiological Monitors (FCRM)					X								
G320.2	Fundamentals Course for Radiological Response Teams (FCRRT)					X								
G346	Hospital Emergency Department Management of Hazardous Materials Accidents					X								
G351	Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster						X							

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G354	Crisis Counseling Assistance & Training Workshop (Basic)	X				X			X		X		X	
G355	Crisis Counseling Assistance & Training Workshop (Advanced)	X				X			X		X		X	
G357	Emergency Response to Criminal and Terrorist Incidents	X	X			X	X		X					
G358	Evacuation and Re-entry Planning Course	X				X	X	X	X				X	
G360	Hurricane Planning		X			X								
G361	Flood Fight Operations						X							
G362	Multi-Hazard Program for Schools		X	X	X	X	X	X	X	X	X	X	X	X
G365.3	WEM: Partnerships for Creating and Maintaining Spotter Groups				X									
G376	State Hazard Mitigation Planning			X		X								
G377	Regional Hazard Mitigation Planning			X		X								
G379	Interagency Hazard Mitigation Team Training			X		X								
G385	Disaster Response and Recovery (DRRO)						X		X					
G386	Mass Fatalities Incident Response						X	X	X					
G391	Disaster Response Planning for Organizations Serving Seniors and Persons with Disabilities					X								
G393	Mitigation for Emergency Managers			X										
G398.1	Earthquake Mitigation and Recovery Exercise for Local Officials			X								X		
G398.2	Flood Mitigation and Recovery Exercise for Local Officials			X								X		
G398.3	Hurricane Mitigation and Recovery Exercise for Local Officials			X								X		
G434	Earthquake Program for Schools		X	X	X	X	X	X	X	X		X	X	X
G436	Earthquakes: A Teacher's Package for K-6		X	X	X	X	X	X	X	X		X	X	X

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G439	Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12		X	X	X	X	X	X	X	X		X	X	X
G901	Personal Protective Equipment									X				
G902	CSEPP Joint Information Center												X	
G904	CSEPP Chemical Awareness					X					X			
G905	Agent Characterization/ Toxicity First Aid/ Special Treatment										X			
G906	Response Phase Decontamination										X			
G907	Use of Auto-Injectors by Civilian Emergency Personnel to Treat Civilians										X			
G908	Joint Information Center/Joint Information System (JIS/JIC)												X	
G909	Technical Planning and Evaluation					X								
IS-1	Emergency Program Manager: An Orientation to the Position	X	X	X		X	X	X	X	X				
IS-2	Emergency Preparedness: USA		X	X		X	X	X	X	X				
IS-3	Radiological Emergency Management		X	X		X	X	X	X	X				
IS-5	Hazardous Materials: A Citizen's Orientation		X			X								
IS-7	Citizen's Guide to Disaster Assistance					X							X	
IS-8	Building for Earthquakes of Tomorrow: Complying with EO 12699			X										
IS-9	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
IS-10	Animals in Disaster: Module A, Awareness and Preparedness						X							
IS-11	Animals in Disaster: Module B, Community Planning					X	X							
IS-12	Property Acquisition for Local Communities			X		X								X

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IS-15	Special Event Contingency Planning for Public Safety Agencies		X			X	X							
IS-120	An Orientation to Community Disaster Exercises					X						X		
IS-195	Basic Incident Command System (ICS)						X							
IS-275	The EOC's Role in Community Preparedness, Response, and Recovery Operations						X							
IS-279	Retrofitting Flood-Prone Residential Buildings			X										
IS-288	Role of Voluntary Agencies in Emergency Management				X									
IS-301	Radiological Emergency Response						X							
IS-324	Community Hurricane Preparedness					X								
IS-330	Refresher Course for Radiological Response						X							
IS-346	An Orientation to Hazardous Materials for Medical Personnel		X			X								
IS-362	Multi-Hazard Program for Schools		X	X		X	X	X	X			X		
IS-393	Introduction to Mitigation			X										
IS-394	Mitigation for Homeowners			X										
IS-513	The Professional in Emergency Management	X	X	X		X	X	X	X	X				
IS-600	Special Considerations for FEMA Public Assistance Projects					X			X					

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